

CITY OF MIAMI  
GARDENS, FLORIDA

# PROPOSED ANNUAL BUDGET



IMAGE: MIAMI GARDENS MUNICIPAL COMPLEX



Fiscal Year 2022

## CITY COUNCIL

Honorable Rodney Harris, Mayor

Reggie Leon, Vice Mayor

Shannon Campbell, Seat 1

Shannan Ighodaro, Seat 3

Katrina Wilson, Seat 4

Linda Julien, Seat 5

Robert L. Stephens III, Seat 6

## CITY MANAGER

Cameron D. Benson

## CITY ATTORNEY

Sonja K. Dickens, Esq.

## CITY CLERK

Mario Bataille, CMC

## EXECUTIVE STAFF

Craig Clay, Deputy City Manager

Vernita Nelson, Assistant City Manager

Mirtha Dziedzic, C.G.F.O., Finance Director



## VISION STATEMENT

The vision of the City of Miami Gardens, Florida, is to enhance the quality of life through the efficient and professional delivery of public services. We are committed to fostering civic pride, participation and responsible development for the community.

## MISSION STATEMENT

The City will deliver superior services designed to enhance public safety and quality of life while exercising good stewardship through open government and active civic business and resident involvement.

Miami Gardens is and will be a vibrant and diverse City with a strong sense of community ownership, civic pride, abundant employment opportunities and cultural and leisure activities for its residents. We will provide continued economic viability through well planned, responsible and sustainable growth and redevelopment.

## CITY OF MIAMI GARDENS, FLORIDA



Mayor Rodney Harris



Vice Mayor  
Reggie Leon

Councilwoman  
Shannon Campbell

Councilwoman  
Shannan Ighodaro

Councilwoman  
Linda Julien

Councilman Robert  
Stephens III

Councilwoman  
Katrina Wilson



City Attorney  
Sonja K. Dickens, Esq.



City Manager  
Cameron D. Benson



City Clerk  
Mario Bataille, CMC



Deputy City Manager  
Craig Clay



Assistant City Manager  
Vernita Nelson



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
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**City of Miami Gardens  
Florida**

For the Fiscal Year Beginning

**October 01, 2020**

*Christopher P. Morill*

**Executive Director**

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# USER'S GUIDE TO THE BUDGET DOCUMENT

## **The Budget**

The budget is the spending plan for all financial resources available to the City. Through these resources, services are provided that attempt to meet the needs and desires for Miami Gardens' residents. The City Council and City staff respond to the community's needs in large part through the budget. It balances not only revenues and costs, but actualizes community priorities and desires. The proposed budget document is divided into sections as outlined below. Each Section provides the reader with important information on the City and its spending priorities. A glossary is provided at the end of the document so that readers can easily find the definition of unusual or unfamiliar words and acronyms.

## **Table of Contents and Users Guide to the Budget**

This introductory section is designed to familiarize the reader with the City of Miami Gardens and the budget process itself. Governmental budgeting can be a confusing maze of actions, deadlines and legal requirements. This section provides the reader with an overview of the process and summaries of the critical policy issues that drive the budget.

## **City Manager's Budget Message**

The Charter of the City of Miami Gardens charges the City Manager with the preparation of the City's Annual Budget. The Manager's Budget Message contains a summary of the upcoming budget, issues and challenges faced in its development. It presents an overview of the budget format and a detailed explanation of property taxes as they apply to Miami Gardens.

## **Fund and Departmental Detail**

This Section comprises the heart of the proposed budget. Divided by fund, each Section presents a detailed summary of expected revenues and expenditures by department and Operating Division, including historical information about each revenue source and proposed expenditure line item for personnel, operating and capital expenditure line items. At the end of each Fund detail, there is a Fund summary. The historical data provides the reader with a good view of trends and assists in developing meaningful projections.

In addition to the financial data, the Section provides a brief narrative description of the duties and responsibilities of each Department and Fund, a listing of major accomplishments for the preceding year, and goals for the coming year. Also provided, is a staffing history for the Department and an Organizational Chart. Finally, a millage equivalent has been calculated for each department in order to give the reader a different perspective on the cost of running the various operations.

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# City Manager's Letter



# City of Miami Gardens

## **CITY MANAGER'S BUDGET MESSAGE FOR FISCAL YEAR (FY) 2022**

Dear Mayor and City Council:

As we begin the process of preparing the City's Budget Plan for Fiscal Year 2022, we must understand the effects of the COVID-19 pandemic. Over the last eighteen (18) months, the City worked diligently on maintaining its core services while adapting to the new normalcy imposed by the global emergency. We adapted to providing the essential services differently and remotely all while addressing the ever-changing needs of the community.

Starting in March 2020, the City had the monumental task of, at a moment's notice, developing new business practices and processes, adding protective gear, sanitizing all facilities at medical grade levels and taking necessary precautions to keep our residents and staff safe. We were faced with facility closures and cancellation of planned events. Throughout all of the incertitude, the City committed to maintaining all staff on payroll even when neighboring cities were laying off or furloughing employees to make ends meet. Miami Gardens made the necessary business decisions and adjustments to redirect our resources to address the emergency head-on.

In December 2020, the City embarked on the development of a transitional plan, designed to re-evaluate each business process taking into consideration lessons learned throughout the COVID-19 experience and incorporate new efficiencies into the daily operations of the City. Processes such as virtual meetings, additional online payments, building permit drop-off and electronic submissions are just a few of the improvements necessitated during the pandemic. These operational adjustments have now become standard operating procedures for the City.

Despite the challenges and obstacles, the City had significant accomplishments in 2020. Some of the highlights include:

- a. All-America City Award in August 2020
- b. Accreditation of the City of Miami Gardens Police Department
- c. Refinancing the City's General Obligation Bond generating over \$4 million in savings and lowering the debt service millage



# City of Miami Gardens

- d. Partial reimbursement received from the American Cares Act for expenses related to COVID-19
- e. Partial funding received from the American Rescue Plan Act
- f. Completion of two (2) major GOB projects (Bunche Park and Senior Family Center)

The City of Miami Gardens Proposed Fiscal Year 2022 Budget presented herein outlines a balanced and fiscally prudent plan. The budget is balanced with no property tax increase; no use of reserves; a 4% salary increase for non-union employees; and funding for the newly opened General Obligation Bond funded facilities.

As we slowly begin to return to a more normal life after the height of the COVID-19 pandemic, the City's proposed budget plan for Fiscal Year 2022 assures our financial future remains solid. We are committed to continued efficient growth and will cautiously take into account all the lessons learned over the last eighteen (18) months. We are optimistic about the positive turn in revenue stream, which reflects confidence in the local economy. Property values are up approximately 7.1% and State Shared Revenue is estimated to be close to pre-pandemic levels. The City must remain flexible to address the ongoing and any new impact from this pandemic and must be ready to make operational adjustments to any and all City services to remain fiscally viable.

As your City Manager, it is my belief we continue to fulfill the promises committed to our residents. Even throughout the challenges of the last eighteen (18) months, economic development activities are on the rise; new projects are breaking ground and coming to fruition every single day. As we move the City forward together, we understand this is just another one of the challenges we face. Our job is to move ahead and provide services to our residents in the most effective way. It will be our energy, passion and commitment to make them proud of the City where they live, work and play.

The Fiscal Year 2022 budget provides, what is believed to be, the essential level of City operations necessary to responsibly carry out the duties of addressing our fiscal and fiduciary responsibilities. The budget continues to provide the foundation for the vision our residents had when the City was incorporated in 2003.

I want to thank Mayor Rodney Harris, Vice Mayor Reggie Leon, Councilwoman Shannon Campbell, Councilwoman Shannan Ighodaro, Councilwoman Linda Julien, Councilman Robert



# City of Miami Gardens

Stephens III and Councilwoman Katrina Wilson for your input and continued support regarding the initiatives of the City Administration.

It is encouraging having an opportunity to serve the City of Miami Gardens. It is an honor to be a part of the Miami Gardens team. It is a privilege to work day in and day out with staff members willing to take the extra steps, ensuring essential services are being provided throughout the City on a daily basis. As your City Manager, I truly appreciate each and every employee's effort.

Finally, I applaud Deputy City Manager Craig Clay and other members of the City Manager's office, Finance Director Mirtha Dziedzic, Assistant Finance Director Yvette Phillip and Budget Analysts, Erika Culmer and Deston Simmons, as well as each of the Department Directors for their input and assistance in the preparation of the Fiscal Year 2022 Annual Budget.

Let's continue to move forward.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'C. Benson'.

Cameron D. Benson  
City Manager



# Budget Highlights

## BUDGET HIGHLIGHTS

On July 1, 2021, the Miami Dade County Property Appraiser provided an estimated taxable value for the City in the amount of \$5,723,170,495, an increase of 7.1% over the FY 2021 certified taxable value. This budget proposes the same millage rate for the ninth (9th) consecutive year at 6.9363 mills. This rate will generate additional revenue of \$ 2.5 million from ad valorem taxes compared to FY 2021. Other key revenue sources such as Half-Cent Sales Tax, State Revenue Sharing and Telecommunication taxes which were significantly affected by the Covid-19 pandemic, are estimated to increase to levels prior to the pandemic. A detailed discussion on these and other revenue sources are included below.

### GENERAL FUND

#### Major Revenues

In building a budget, we usually look at revenues first. The Administration is aware of the following for FY 2022 revenue:

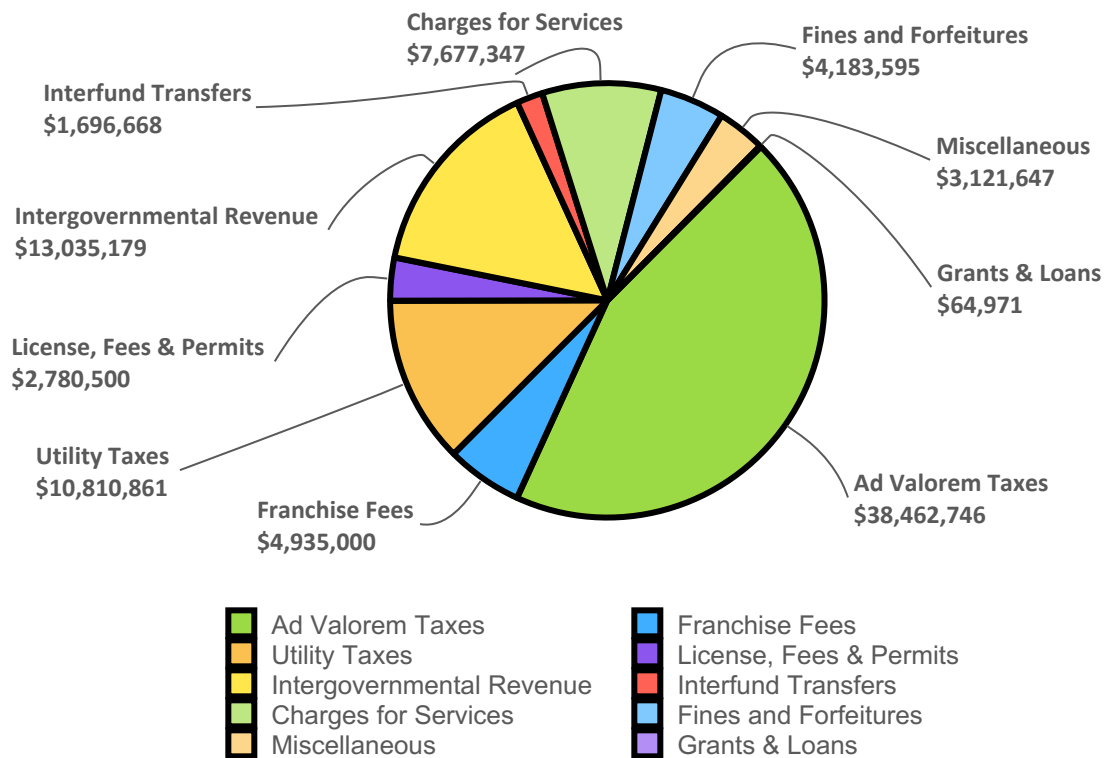
- **Ad Valorem or Property Tax:** Ad valorem or property taxes are taxes levied against the taxable value of real and certain personal property. In Miami-Dade County, each municipality sets a tax rate based on its needs and levies this as a dollar cost per \$1,000 of taxable valuation. For the ninth (9th) year in a row, the City is proposing a flat tax rate in this budget of 6.9363 mills. The City's certified taxable value provided by the Property Appraiser's Office in July 2021 was \$5.72 billion. This reflects an increase of 7.05% from the FY 2021 certified taxable value. Using the new July 1 taxable value, our roll back millage rate is 6.3042 mills which would generate \$3.4 million less in taxes. This budget is balanced at the current millage of 6.9363.
- **State Revenue Sharing Revenues:** This revenue source was created by the State of Florida to ensure revenue parity among local governments statewide. State Revenue Sharing is comprised of various State-collected revenues including a portion of the State's sales and gas taxes. The City's portion, estimated by the State, is \$5.02 million of which 76% remains in the General Fund and 24% is allocated to the Transportation Fund.
- **Utility Franchise Fees:** Franchise fees are locally levied taxes designed to compensate the municipality for allowing private utility businesses to use the City's rights-of-way to conduct their business. The Utility Franchise Fee is economy-based revenue. As an area's growth increases, so does the revenue. They are affected by weather, especially electric and water. In 2019, the City entered into a 30 year agreement with Florida Power and Light (FPL) replacing the previous agreement between FPL and Miami-Dade



County. The agreement began in August 2020 and will continue until 2049. Electric franchise fee for FY 2022 is projected to be approximately \$3.75 million.

- **Utility Taxes:** Utility taxes are paid by the utility customer as a percentage of their bill for using the various utilities services – water, sewer, electric and communications. These taxes are collected by other local governments and remitted to the City. The portion remitted to the City by the Miami-Dade Water and-Sewer Department is net after the City’s portion of a past payment is deducted (Quality Neighborhood Improvement Program Bond). The Cities of North Miami Beach and Opa Locka are the other utility providers in Miami Gardens. The budget for FY 2022 is \$10.8 million, a slight decrease from the FY 2021 budget.
- **Half Cent Sales Tax:** The Half Cent Sales Tax is levied as a percentage of the retail sales price on all goods and many services purchased in the private sector. The Miami Dade-County tax rate is 7%. This tax is collected by the State of Florida and allocated to cities and counties by statutory formula. The distribution is based largely on population rather than point-of-sale. In FY 2020 and FY 2021, the COVID-19 pandemic greatly affected this revenue stream. The State’s FY 2022 forecast for the City’s share of Half Cent Sales Tax revenue is \$9.0 million, an increase of approximately \$1.4 million above the FY 2021 estimate.
- **Other Local Revenues:** Locally derived revenues form a major component of our City budget. These revenues include business tax licenses, alarm and landlord permits, certificates of use, zoning fees, parks and recreation fees, interest earnings, sales of surplus properties, other operational revenues, fines and forfeitures. Some of these revenues are collected by the County, while others are directly collected by the City. The total of other local revenue is estimated at approximately \$17.3 million. The above represents 97.8% of total General Fund Revenues. The remaining 2.2% of revenues includes items such as internal service charges, miscellaneous State and County-shared revenues and grant reimbursements.

Chart #1 below, depicts the breakdown of the various revenue types as a percentage of total General Fund revenues by revenue type.

**Chart #1: General Fund Revenues for FY 2022**

### Expenses

The other side of constructing a budget is expenditures. For Fiscal Years 2020 and 2021, COVID-19 presented tremendous challenges for the City. For Fiscal Year 2022, the City has crafted a conservative expenditure budget which will allow us to maintain quality service.

### **Salaries and Benefits and other highlights**

For FY 2022, the city will provide a salary adjustment of 4% for non-represented employees and adjustments for represented employees based on approved Collective Bargaining Agreements. Insurance premiums are anticipated to increase by approximately 4.9%. Pension rates for entities in the Florida Retirement System increased as of July 1, 2021. The rate increased by an overall average of 1.21%.

The budget also includes funding for the annual operation of the new Senior Family Center, a General Obligation Bond (GOB) improvement projects which was completed in FY 2021. Additionally, the FY 2022 budget includes funding for several new positions to support the expanded operations.

## **Transfers**

Transfers represent internal transactions between budget Funds. Transfers may appear as revenues or expenditures, depending on whether a Fund is making or receiving a transfer. One of the largest of these transfers besides the transfer to the Debt Service Fund is the General Fund administrative charge to non-General Fund activities. This charge is based on actual past usage of General Fund assets (personnel, finance, legal, management and legislative support, purchasing, fleet, information technology, etc.) and is charged to the Transportation, Development Services and the Stormwater Funds. The Debt Service Fund accepts transfers for bond payments based on actual debt service attributable to each fund's usage of bond proceeds.

## **TRANSPORTATION FUND**

The Transportation Fund is primarily funded by revenue from the Citizens' Independent Transportation Trust (Transportation Trust or C.I.T.T.). The Transportation Trust is the 15-member body created to oversee the People's Transportation Plan funded with the half-penny sales surtax. As a result of a settlement with the Citizens Independent Transportation Trust (C.I.T.T.) in FY 2012, the City established three (3) separate C.I.T.T. budget Divisions: 1) For deposit of the settlement monies. These funds have fewer restrictions than routine allocations the City receives annually, thus they need to be accounted for and used separately. These funds must be for transportation uses; 2) The City established an operating Division for the regular C.I.T.T. funds in October 2012 and 3) C.I.T.T. transit-restricted funds. These must be used to further transit within the City or the funds must be returned to the County. A portion of these funds will be used to continue the in-City circulator to help transport people to major City destinations without having to transfer to County transit two or three times.

## **Revenues**

The Transportation Fund has four (4) principal sources of operating revenue. Two (2) of these are local gas taxes enacted by the County and State and shared with the municipalities. The First Local Option Gas Tax is a 6-cent per gallon levy by the County Commission and is expected to bring the City \$1.5 million in revenue for FY 2022 and the 3-cent per gallon tax allocation to the City is expected to be \$589,502 for FY 2022. Both estimates are from the State and are approximately the same as FY 2021.

The third major revenue source in the Transportation Fund is State Revenue Sharing. State Statutes require 24% of all City allocated State Revenue Sharing be used for transportation expenses. The other 76% is revenue to the General Fund. State Revenue Sharing for transportation purposes is estimated at \$1.2 million for FY 2022.

The fourth major revenue is the County's Transportation Surtax which the City will be receiving on a monthly basis in FY 2022. Based on preliminary estimates from the County, this revenue stream is anticipated to be approximately \$4.3 million.

### **Expenditures**

Because almost all of the activities of the Public Works Department concern roads and rights-of-way, the entire operation of the Public Works Department is budgeted within the Transportation Fund. The only public works-type activity not funded in the Transportation Fund is the City's Stormwater activities. These employees are housed in Public Works and work under the supervision of Public Works but are funded from the City's Stormwater Utility Fund.

The Keep Miami Gardens Beautiful (KMGB) program continues to operate at the same level as FY 2021. KMGB has had an extremely successful year working with community groups to enhance the looks of many neighborhoods to include tree planting in swales. KMGB has been very aggressive in seeking sponsors and grants to maintain and enhance their program success. The Division works extensively with local schools for its Earth Day and other environmental programs.

The FY 2022 budget is balanced by utilizing approximately \$2.8 million from the CITT capital fund balance for its proposed capital projects. Staff is projecting after the above re-appropriation, the CITT Capital Fund Balance will be approximately \$5.3 million.

## **DEVELOPMENT SERVICES FUND**

The City's Development Services Fund accounts for activities in the Building Services Division. Its activities include development plan review, building inspections during construction and unsafe structures enforcement. The budgeted revenues for FY 2022 are \$3,980,495 which represents a 17.6% decrease from the previous fiscal year. This decrease can be attributed to the completion of reimbursements to the General Fund to repay the funding provided to the Development Services Fund during the years when the Development Services Fund experienced a deficit.

## **STORMWATER UTILITY FUND**

Operation of the City of Miami Gardens Stormwater Utility was assumed from Miami-Dade County in March 2007. For FY 2022, the Division continues to be staffed with fifteen (15) positions, which add up to a total of 13.15 full time equivalent employees.

The City's Stormwater fee for FY 2022 is \$6 per month for each Equivalent Residential Unit (ERU), or approximately 1,500 square feet of impervious surface. In FY 2018, the Council adopted a fee increase from \$4 per month to \$6 per month for each ERU. The previous fee of \$4 had been in place since the City incorporated in 2003. Any properties over 10 acres can apply for a discount of up to 42% when the property is in compliance with certain stipulations.

### Revenues

Approximately ninety-six percent (96%) percent of the operating revenue for the Stormwater Utility comes from the Stormwater Utility Fee. In FY 2013, staff proposed to the City Council to utilize the “uniform method of collection” which allowed the fee to be billed under the ad valorem tax bill as an assessment instead of through utility billing. This method has provided better accountability of billing which will include vacant properties without utility services, as well as the collection of any delinquent amount collected through tax sales. There are approximately 79,940 Equivalent Residential Units (ERU’s) in Miami Gardens and a projection of \$5.6 million in revenues.

### Expenditures

Expenditures in the Stormwater Utility involve operations and projects. For FY 2022 these include neighborhood drainage improvements throughout the City. It includes canal cleaning, swale preservation, street cleaning and storm drain cleaning.

The FY 2022 budget is balanced by utilizing approximately \$2.1 million from fund balance. Staff is projecting after the above re-appropriation; the Stormwater Fund Balance will be approximately \$2.1 million.

## **CAPITAL PROJECTS FUND**

The City has been very successful in securing outside financial commitments for its future capital projects. Most capital-related grants are accounted for in this fund. The FY 2022 budget includes a transfer of \$6,622,253 from the General Fund to the Capital Projects Fund.

### Revenues

Revenues in the Capital Projects Fund generally consist of four (4) types: grants, bonds, transfers from operating Departments and interest earnings. Any unspent bond proceeds of the \$60 million General Obligation Bond for improvements of Parks and Recreation facilities and the purchase of crime prevention equipment from FY 2021 will automatically be carried forward to FY 2022.

### Expenditures

There are currently seven (7) budgeted positions for a total of 5.7 full-time equivalents in this fund; one-fifth (1/5) Community Improvement Director; one (1) Capital Improvement Director; one (1) Project Manager; one (1) Senior Projects Manager; one (1) Capital Project Coordinator; one (1) Facilities and Construction Manager; and one half (1/2) administrative assistant. The personnel complement remains at seven (7) positions and 5.7 FTEs for FY 2022.

### **COMMUNITY DEVELOPMENT BLOCK GRANT FUND**

The City is designated an Entitlement City for the purposes of receiving Community Development Block Grant (CDBG) funds from the United States Department of Housing and Urban Development (USHUD). In Fiscal Year 2020, the United States House of Representatives funded the Program at slightly higher levels from FY 2019 and is expected to fund the Program in a similar manner for the new fiscal year. The City of Miami Gardens CDBG allocation from HUD, for the program year will be \$1,111,210.

Projects and programs in the CDBG Fund are based on the priorities established by City Council in the Annual Action Plan as approved by USHUD.

### **DEBT SERVICE FUND**

In FY 2009, the City established a consolidated Debt Service Fund from which all bonded debt and capital lease payments are made. Individual operating funds transfer their proportionate share of such debt through the budgetary process. This fund provides the public with a quick view of the City's outstanding debt obligations in any particular year.

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# Overview of the City

The City of Miami Gardens, Florida

## CITY OVERVIEW

The City of Miami Gardens, Florida, was incorporated on May 13, 2003, as the 33rd municipality in Miami-Dade County, and at a population of 113,069, is the county's third largest city after the cities of Miami and Hialeah. Located in North Central Miami-Dade County, it stretches from I-95 and NE 2nd Avenue on the East, to NW 47th and NW57 Avenue on the West, and from the Broward County line on the North, to NW 151st Street on the South. The City comprises approximately 20 square miles.

Miami Gardens is a solid, working and middle class community of unique diversity. It is the largest predominately African-American municipality in the State of Florida, and boasts many Caribbean residents. It is the home to the Miami Dolphins at Hard Rock Stadium and to Calder Casino and Race Track. It has vibrant commercial corridors along the Palmetto Expressway serving as a central shopping district for the furniture trade, and along North U.S. 441 serving the automobile trade.

The City is blessed with a central location being midway between the cities of Fort Lauderdale and Miami, and is traversed by I-95, the Palmetto Expressway (SR 826), and the Florida Turnpike. It has rail access through the Florida East Coast Railway and the South Florida Tri-rail system.

There are three high schools and two universities within the City. The City provides various municipal services to its residents including police, code enforcement, planning and zoning services, building services, public works, stormwater utility, community development, parks and recreation, and school crossing guards. Fire rescue services, sanitation and library services are provided by Miami-Dade County.



Image: City of Miami Gardens Municipal Complex





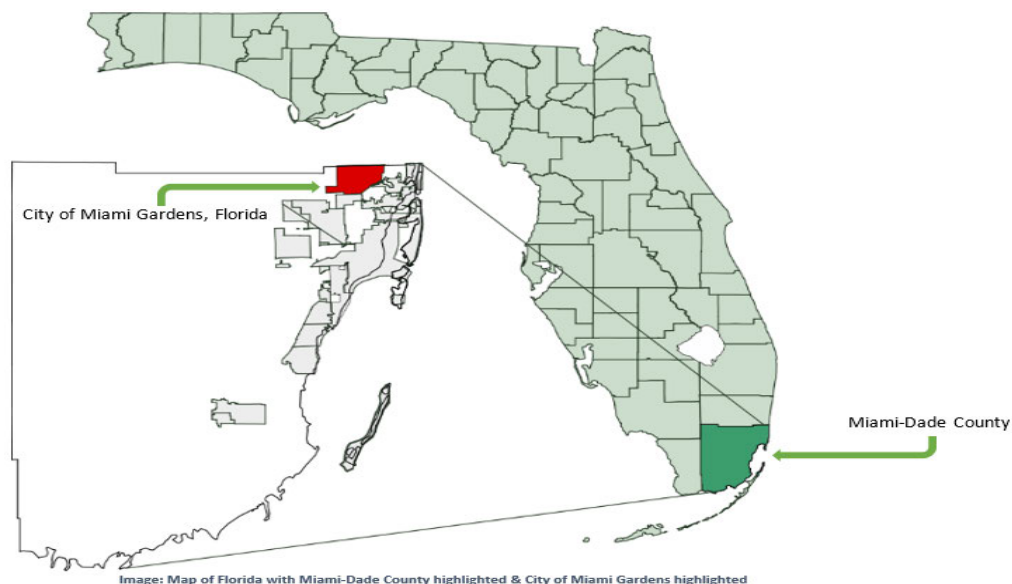
***Hardrock Stadium***



***Buccaneer Park***

## QUICK CITY FACTS

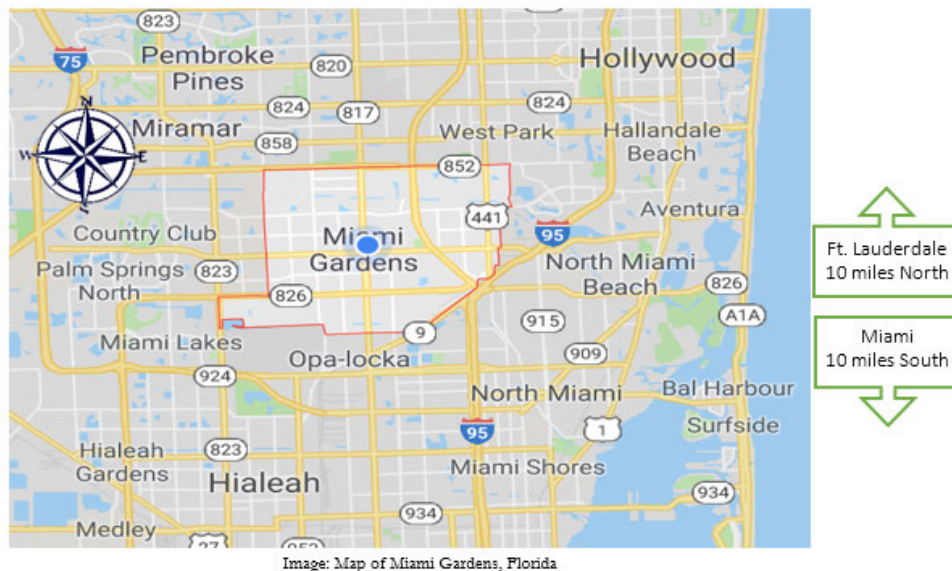
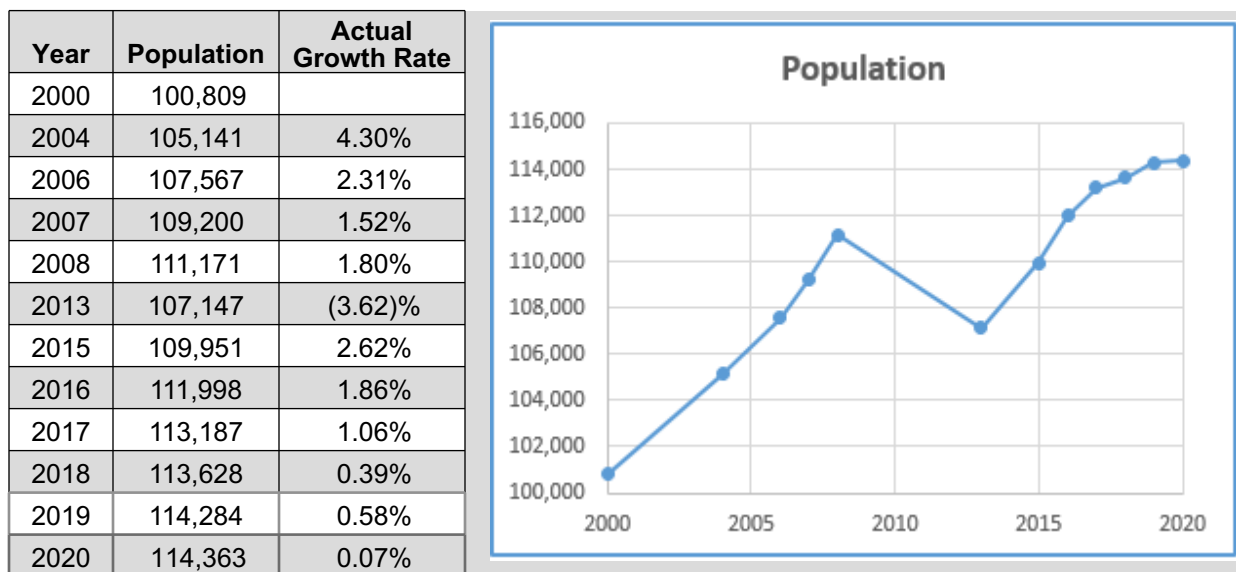
Number of Residents	114,363	<b>Public Works</b>	
African-American	70.80%	Miles of streets	357.9
Hispanic	26.20%	Miles of canal	27
White	3.00%		
		<b>Parks and Recreations</b>	
<b>Number of Schools</b>		Number of Parks	21
Elementary	16	Playgrounds in City Parks	14
Middle	4	Number of City Pools	2
High School	2	Tennis courts	12
Opportunity Education	1	Basketball courts	20
		Football/Soccer fields	7
<b>Colleges/Universities</b>			
St. Thomas University	1	<b>Special Recreational Facilities</b>	
Sullivan and Cogliano Training Center	1	Hard Rock Stadium	
Florida Memorial University	1	Calder Casino and Race Track	
<b>Number of Budgeted City Employees</b>			
Total F.T.E. regular positions	647.7	<b>Libraries (County)</b>	
		North Dade Regional	1
<b>City of Miami Gardens Police</b>			
Number of budgeted positions	301		
Vehicular patrol units	237		



## CITY OF MIAMI GARDENS POPULATION PROJECTIONS

The future population of Miami Gardens was estimated using the shift-share approach and mathematical extrapolation method. This methodology utilizes statistical evaluation and analyzes the appropriateness of each extrapolation into the future, from a mathematical measure. It also looks at the extent to which a given extrapolation technique corresponds to the historic and estimated population perspective. The extrapolation technique assumes that Miami Gardens future population estimates would remain constant based on the growth rates at the 2000 Census level.

### POPULATION ESTIMATES & PROJECTIONS - MIAMI GARDENS PER U.S.CENSUS DATA (2000- 2030)





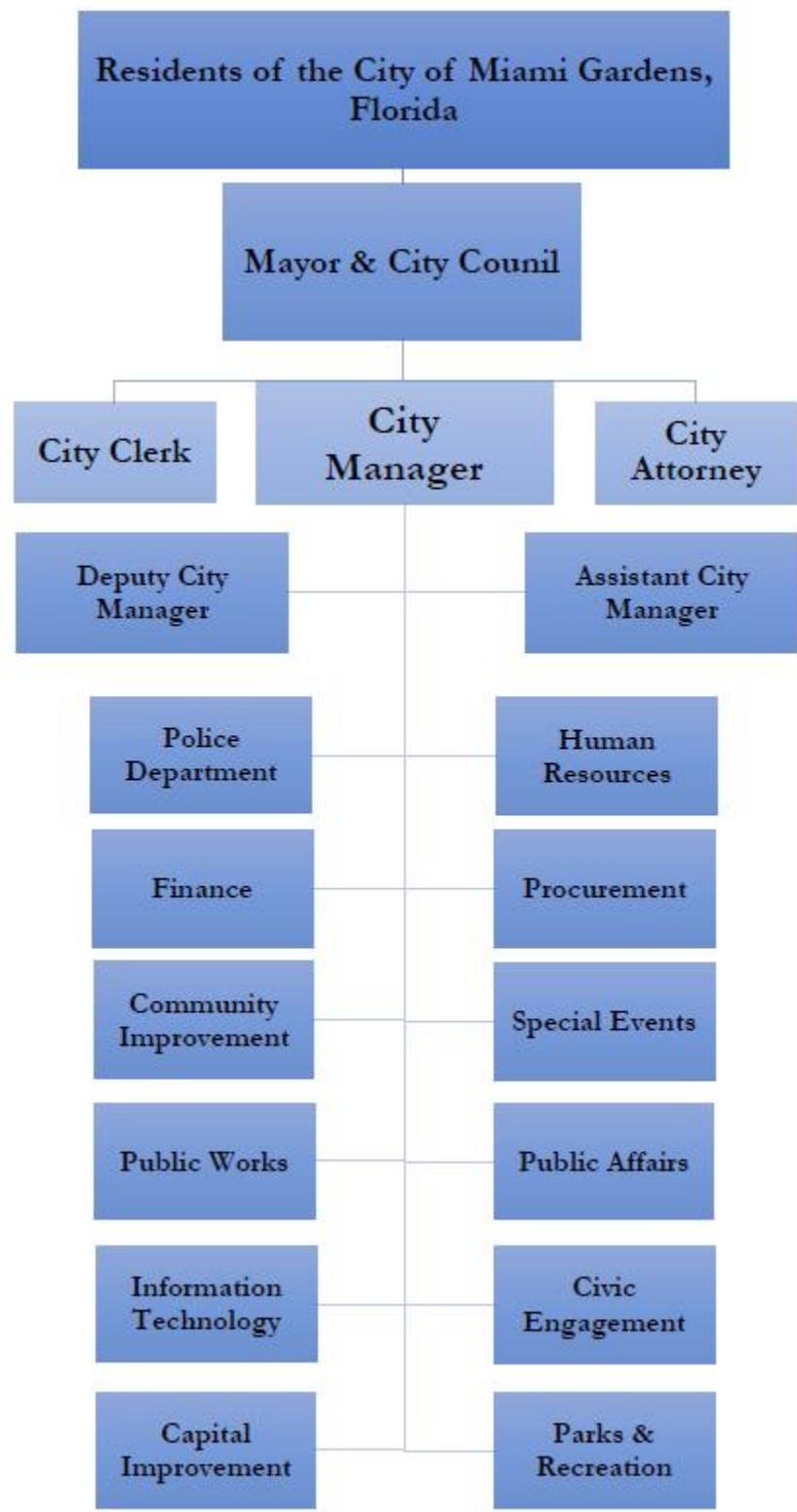
## STRUCTURE OF THE GOVERNMENT BODY

The City of Miami Gardens, Florida, operates under a Mayor-Council-Manager form of government. Elected officials include the mayor and six council members. There are four single-member, resident districts from which four council members are elected with the remaining two council members elected at-large by citywide vote. The mayor is also elected at-large. The citywide organizational chart, shown on the following page of this book, displays the relationships between the various organizational units of the City government. The Mayor nominates and the City Council appoints three staff members – The City Manager, the City Clerk, and the City Attorney. All other departments and employees report to the City Manager. As shown in the organizational chart, there is a Deputy City Manager and an Assistant City Manager who are responsible for overseeing the various departments. Each department within the city has a Director with supporting staff. The Directors of each department report directly to the City Manager.



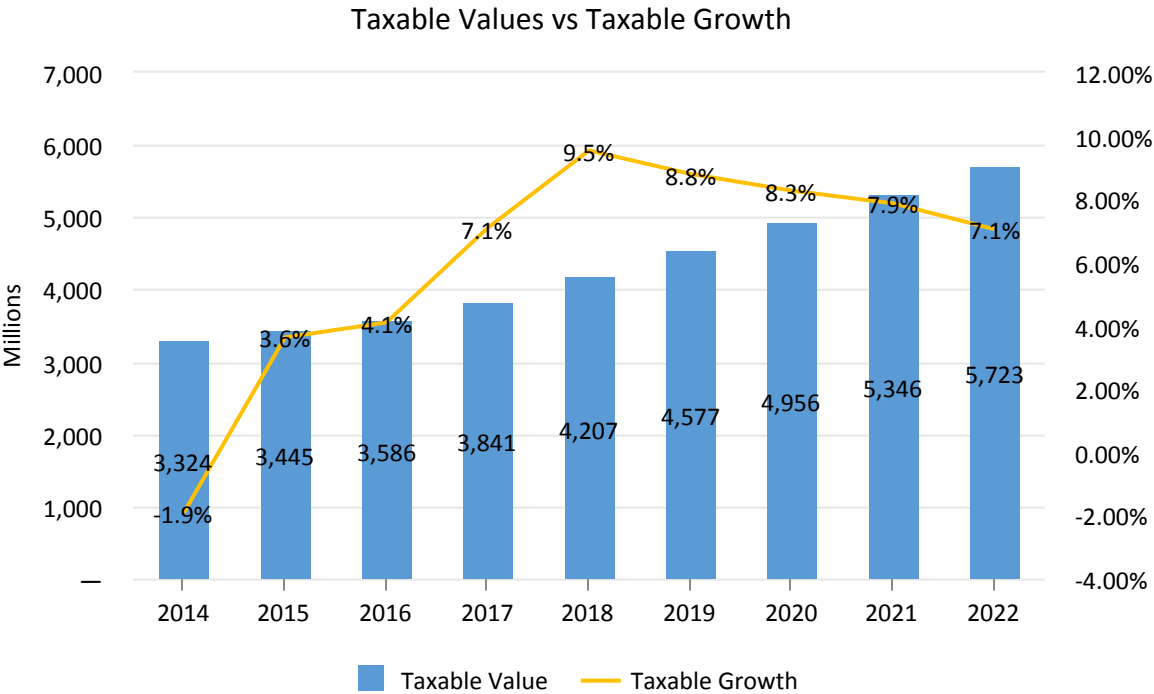
Image: City of Miami Gardens Complex with Flags waving in front

City of Miami Gardens Organizational Chart



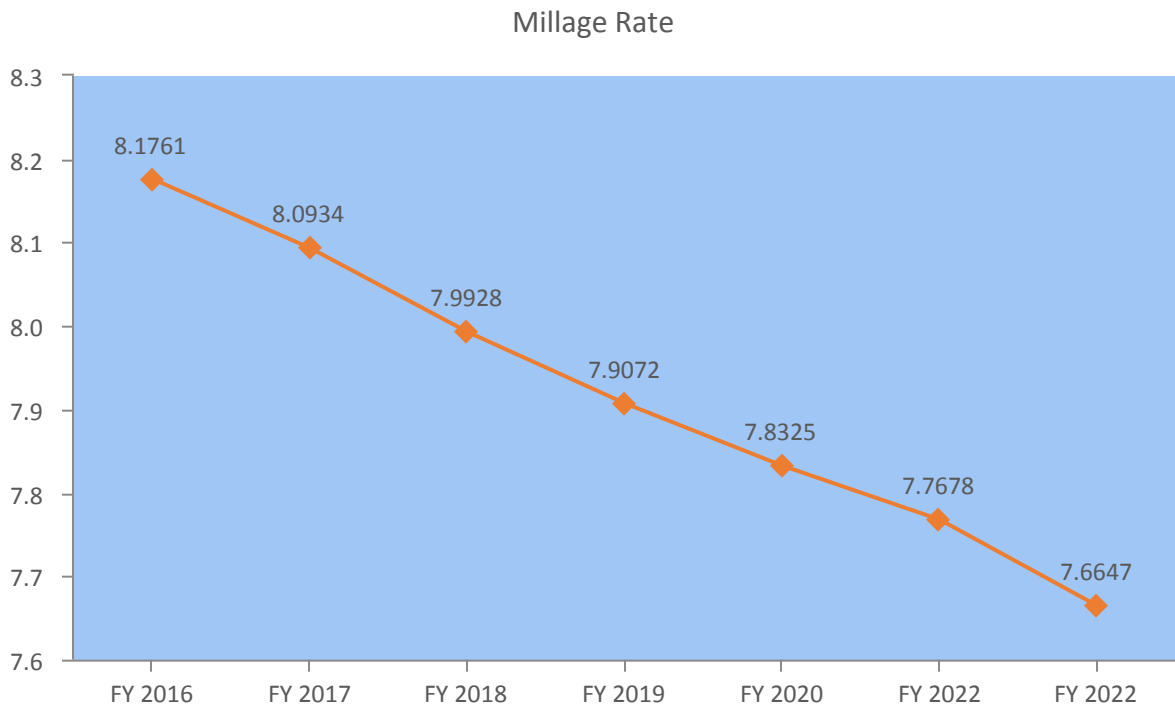
# ASSESSED VALUE AND MILLAGE DATA

For Fiscal Year 2022, the City experienced an increase in its taxable assessed property values. According to the Miami Dade County Property Appraiser’s Office, the certified taxable value for the City for tax year 2021 (FY 2022) is \$5,723,170,495, which is a net increase of \$376,940,103 or 7.1% compared to last year’s final gross taxable value of \$5,346,230,392. The chart below indicates the assessed value of taxable property in the City of Miami Gardens over the past nine (9) years.



PROPERTY TAX RATE FOR THE LAST SEVEN (7) YEARS

The following chart summarizes the City of Miami Gardens’ combined property tax millage rates for the last seven (7) years. The Operating millage rate has remained constant at 6.9363 for the last seven (7) years while the Debt Service millage rate has gone down from 1.3000 mills in FY15 to 0.7284 mills for FY22.



The background features a large yellow triangle on the left side, set against a blue background. A thick, light blue curved line arches across the middle of the page, passing behind the title. The overall design is modern and geometric.

# Introduction



## BUDGET CALENDAR

2/22/21	• Budget Prep Manual Distributed to Departments
3/11/21	• Organizational Charts for FY 2022 due to Finance
3/15-18/21	• Organization Charts reviewed by Deputy City Manager/Assistant City Manager
3/25/21	• Deadline for same level service budget submission in OpenGov • Deadline for Mission Statement, Accomplishments, Goals and Objectives in OpenGov
3/26 - 4/25/21	• Finance review of departmental submittals
4/1/21	• Deadline to submit Program Modification forms to Finance electronically • Deadline to submit Performance Measures
4/26/21	• Departmental budgets submitted to DCM for review
5/19/21	• Budget Planning meeting with CM
6/1/21	• Property Appraiser provides preliminary taxable value
6/16-17/21	• Departmental meetings with CM/DCM/ACM
6/18-20/21	• Finance updates budget with DCM/ACM submittals
6/21 - 7/2/21	• Preliminary balancing of Proposed budget • Finance prepares proposed budget summary for workshop
7/1/21	• Property Appraiser certifies Taxable Value
7/22/21	• Distribution of proposed budget and Council Workshop
7/28/21	• 2022 Budget Workshop
7/28/21	• Council considers FY 2022 budget and sets "not to exceed" millage rate for certification to Property Appraiser
8/1/21	• Notification to Property Appraiser of Proposed Millage Rate, Rollback Rate and, Time and Place of Public Hearings
9/3/21	• Proposed Budget available to the Public
9/8/21	• First Public Hearing; adoption of tentative millage rate at 6:00 p.m.
9/17/21	• Advertise Final Public Hearing
9/22/21	• Final Public Hearing; adoption of tentative millage rate at 6:00 p.m.
10/1/21	• First Day of Fiscal Year 2022

## BUDGET PROCESS

### **Budget Process and Calendar**

A large portion of the budget process in Florida is statutorily driven as outlined in the timetable below. The formal budget policy can be found on page 68 of the Financial Policies. Immediately following this timetable is the specific budget calendar for the City of Miami Gardens. Utilizing this timetable, the City Manager and his staff prepare a tentative budget for consideration by the Mayor and City Council.

### **The Planning Phase**

In October of each fiscal year, plans are set forth for next year's budget process by the City Manager; however, the actual budget formulation process generally begins in late February. Prior to budget formulation, the City Manager and Finance staff review the GFOA comments from the prior year's budget and begin developing the data necessary to address those comments and suggestions.

### **The Preparation Phase**

In March, the budget preparation phase involves staff preparing updates to the City's anticipated revenues and major equipment needs. This involves developing accurate projections of traditional revenues and estimating any new revenues expected in the subsequent year. Also during this phase, staff develops expenditure profiles for each City Department and operation.

### **The Review Phase**

This phase involves the City Manager and the various Department heads reviewing the submittals from their respective Departments. Changes and updates were made to the proposed revenue and spending levels based on overall City priorities and as a result of these one-on-one meetings. Matching proposed service levels with the necessary personnel and other resources was an on- going process that demanded considerable investigation and focus on the multiple missions.

Final refinements continued until the preparation of the proposed budget was completed and submitted to the Mayor and City Council for their consideration at the July 14, 2021 budget workshop.

## The Adoption Phase

At their July 28, 2021 regular City Council meeting, a proposed balanced budget was presented to the Council. At this meeting, the City Council must adopt a tentative millage rate for the coming year. This is a requirement of State statutes. The adopted rate is then the maximum millage rate that can be included in the coming year's budget. The City Council may, at a later budget hearing, reduce the rate if it so desires, but cannot raise it above the adopted tentative rate.

At this July's meeting, Council set the tentative millage rate at 6.9363, which is the current millage rate. State law requires that two (2) formal public hearings be held in September and neither can conflict with the hearing dates established by the County School Board or the County Commission. The dates are September 8<sup>th</sup> and September 22<sup>nd</sup>.

Subsequent to the July vote, the Notice of Proposed Property Taxes, otherwise known as TRIM (Truth in Millage) notices, are prepared and mailed to taxpayers by the County Property Appraiser. Printed on the TRIM notice is the date of the first scheduled public hearing to adopt the tentative budget and the tentative millage rate. This meeting is set for the evening of September 8, 2021. The purpose of the public hearing is to give the general public an opportunity to speak for or against the proposed budget and millage rate. At the end of the first public hearing, a date and time will be set for the final public hearing, which is currently scheduled on September 22, 2021. An advertisement will then be prepared and placed in a local newspaper. This ad contains summary budget information along with the tentative millage rate and the tentative approved budget based on the first hearing. Also noted are the time, date and location for the final hearing.

The purpose of the final public hearing is to once again give the general public an opportunity to speak for or against the budget and proposed millage rate. At this meeting, the City Council will adopt the final budget and millage rate. Within three (3) days of that adoption, the City must notify the County Property Appraiser, County Tax Collector and the State Department of Revenue, of the adopted millage rate. Final tax invoices are mailed to property owners by the Tax Collector at the beginning of November. The budget is effective on October 1<sup>st</sup> of each year.



## BUDGET SUMMARY

### **FY2021-2022 Proposed Operating**

The City's Adopted Operating Budget for FY 2021-2022: \$137,181,989

The City's Operating Budget is comprised of five (5) separate groups:

**General Fund:** the General Fund is the City's primary operating fund and is used to account for all financial resources, except those that are required to be accounted for in another fund. Most governmental operations such as Police, Parks & Recreation, and Planning and Zoning administration are accounted for in this fund.

**Special Revenue Fund(s):** accounts for revenues that are restricted to a specific purpose.

**Transportation Fund:** accounts for the revenues the City received from the State-shared local option gas funds, and other revenues designated for transportation purposes.

**Grant Fund:** accounts for all operating grants that City receives from State or Federal Programs for a specific purpose.

**State Housing Initiative Partnership Grant (SHIP):** accounts for revenues and expenditures of the City's SHIP program.

**Community Development Block Grant (CDBG):** accounts for revenues and expenditures of the City's CDBG program.

**Development Services Fund:** accounts for fees and expenses of the City's building department.

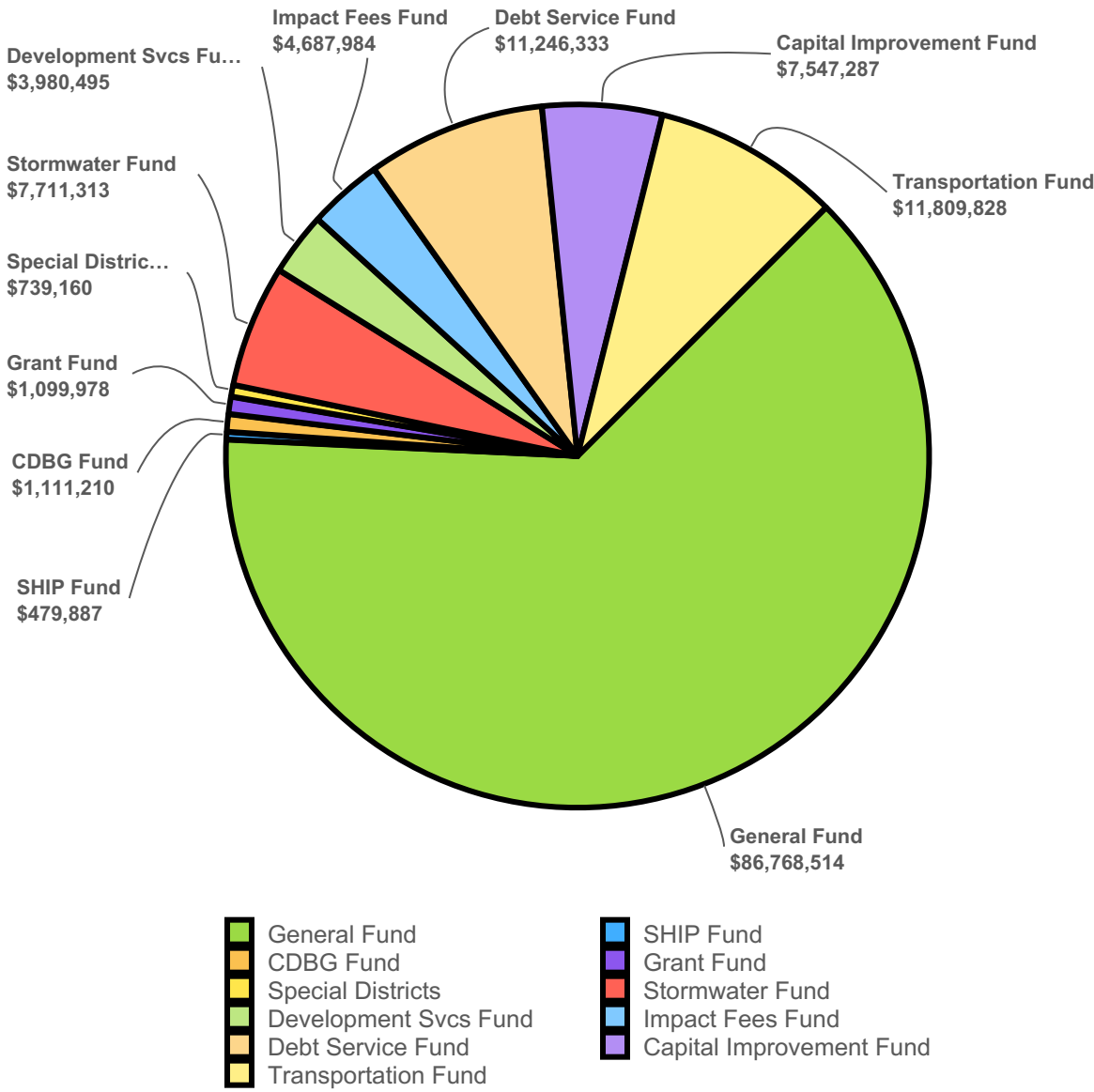
**Special Taxing District Fund:** account for revenues and expenditures of the City's special taxing district program which include funding for lighting and maintenance.

**Debt Service Fund:** accounts for proceeds of City issued debt and repayment of principal and interest.

**Capital Improvements Fund:** accounts for the improvements of our parks and recreational facilities.

**Stormwater Utility Fund:** accounts for neighborhood drainage improvements, including canal, street and storm drain cleaning, as well as swale preservation.

FUND STRUCTURE



## STAFF STRUCTURE

FULL-TIME EQUIVALENT (FTE) POSITIONS BY FUND AND DEPARTMENT						
	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
<b>GENERAL FUND</b>						
Legislative	5.00	8.00	8.00	8.00	6.00	8.00 (1)
City Manager	9.00	9.00	9.00	8.75	7.00	7.00
Civic Engagement	0.00	0.00	0.00	2.00	2.00	2.00
Public Affairs	3.00	3.00	5.00	7.10	8.40	7.60 (2)
City Clerk	4.00	4.00	4.00	4.00	4.00	4.00
City Attorney	3.00	3.00	3.00	3.00	3.00	4.00 (3)
Human Resources	7.00	8.30	8.90	8.60	8.60	8.60
Finance	7.00	9.00	9.00	11.50	11.50	11.50
Planning & Zoning	3.30	4.10	6.80	6.00	6.80	7.80 (4)
City Hall Maintenance	4.60	5.10	4.10	2.00	2.00	2.00
Code Enforcement	21.50	22.00	22.00	22.00	21.70	21.70
Law Enforcement	305.80	304.40	306.40	309.40	308.15	317.15 (5)
Parks & Recreation	80.31	80.04	86.35	120.85	121.25	130.25 (6)
Procurement Services	4.00	5.00	5.00	5.00	5.00	5.00
Information Services	10.00	10.00	10.00	10.50	10.50	10.50
Fleet	3.00	3.00	3.00	2.00	2.00	2.00
<b>GENERAL FUND</b>	<b>470.51</b>	<b>477.94</b>	<b>490.55</b>	<b>530.70</b>	<b>527.90</b>	<b>549.10</b>
<b>TRANSPORTATION FUND</b>						
Administrative Division	4.00	4.00	4.00	4.25	4.25	4.25
KMGB Program Division	2.00	2.00	2.00	2.00	2.00	2.00
Streets Division	25.75	24.95	24.95	24.95	25.45	25.45
CITT - Capital Division	2.30	2.00	2.00	2.00	2.00	2.00
CITT - Transit Division	3.00	3.00	3.00	3.00	3.00	3.00
<b>TRANSPORTATION FUND</b>	<b>37.05</b>	<b>35.95</b>	<b>35.95</b>	<b>36.20</b>	<b>36.70</b>	<b>36.70</b>
<b>DEVELOPMENT SVCS. FUND</b>						
Building Services	17.00	15.70	18.80	19.25	20.45	21.25 (7)
<b>DEVELOPMENT SVCS. FUND</b>	<b>17.00</b>	<b>15.70</b>	<b>18.80</b>	<b>19.25</b>	<b>20.45</b>	<b>21.25</b>
<b>CDBG &amp; SHIP FUNDS</b>						
Community Development	5.00	5.00	4.00	4.20	4.20	2.20 (8)
<b>CDBG &amp; SHIP FUNDS</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.20</b>	<b>4.20</b>	<b>2.20</b>
<b>CAPITAL PROJECTS FUND</b>						
CIP Administration	3.00	3.00	4.00	5.70	5.70	5.70
<b>CAPITAL PROJECTS FUND</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>5.70</b>	<b>5.70</b>	<b>5.70</b>
<b>STORMWATER FUND</b>						
Stormwater Utility Division	11.95	11.95	12.95	12.95	13.15	13.15
<b>STORMWATER FUND</b>	<b>11.95</b>	<b>11.95</b>	<b>12.95</b>	<b>12.95</b>	<b>13.15</b>	<b>13.15</b>
<b>GRANT FUND</b>						
Live Healthy Miami Gardens	1.00	1.00	1.00	2.80	2.80	2.80
Parks & Recreation	—	—	—	22.40	16.80	16.80
<b>GRANT FUND</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>25.20</b>	<b>19.60</b>	<b>19.60</b>
<b>TOTAL CITY POSITIONS</b>	<b>545.51</b>	<b>550.54</b>	<b>567.25</b>	<b>634.20</b>	<b>627.70</b>	<b>647.70</b>

**CHART NOTES**

- (1) Two (2) Legislative Analyst/Assistant To City Council Member positions were added
- (2) One (1) PT receptionist position moved to the Building Services Department
- (3) One (1) Assistant City Attorney I added
- (4) One (1) Environmental Permit Coordinator added
- (5) Four (4) Telecommunicator Trainees; one (1) Accreditation Manager; and four (4) Sergeants added
- (6) Nine (9) positions are being added to staff the new Senior Family Center
- (7) One (1) PT receptionist position moved from Public Affairs Dept
- (8) Two (2) positions eliminated for FY22



## SIGNIFICANT FINANCIAL POLICIES

1. The annual operating budget of the City of Miami Gardens, Florida, shall balance the public service needs of the community with the fiscal capabilities of the City. It is intended to achieve those goals and objectives established by the City Council for the following fiscal year. Service programs will represent a balance of services, but with special emphasis on the City public safety, quality of life, and compliance with various state and federal mandates. Services shall be provided on a most cost effective basis. A balance between personnel and other classes of expenditures will also be achieved.
2. The City recognizes its residents deserve a commitment from their local government to fiscal responsibility and a balanced operating budget is the cornerstone of fiscal responsibility. Annual operating expenditures (personal services, contracts, commodities and supplies and capital outlay) will be fiscally balanced with revenues or income estimates that can reasonably and normally be projected to be received during the fiscal year. New programs or changes in policies which would require the expenditure of additional operating funds will either be funded through reductions in existing programs of lower priority or through adjustments to fee rates, service charges or taxes.
3. Requests for new or changes to programs or policies will be accompanied by an analysis of the short and long-term impact on the operational budget caused by such changed or new program or policy. When possible, a standard format using this procedure shall be routinely provided to the Council when requesting approval of each new or changed program or policy.
4. New programs, services or facilities shall be based on general citizen demand or need.
5. The City shall prepare and implement a Capital Improvement Plan Budget (CIP), consistent with State requirements, which shall schedule the funding and construction of projects for a five-year (5) period. The CIP Budget shall balance the needs for improved public facilities, as identified in the City's comprehensive plan, within the fiscal capabilities and limitations of the City.
6. The City shall maintain its accounting records in accordance with generally accepted accounting principles (GAAP), applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
7. The City shall provide funding for public services on a fair and equitable basis, and shall not discriminate in providing such services on the base of race, sex, color, religion, sexual orientation, national origin, physical handicap or other non-merit basis.
8. Budgets for all City funds and all other City expenditures, shall be under City Council appropriation control.

9. Inter-fund loans must be supported by a fiscally sound source of funds available for repayment.
10. Copies of the proposed and final budgets shall be provided at the North Dade Regional Public Library, posted on the City's website, and shall be available for inspection and copying at the office of the City Clerk. Copies of the proposed budget shall be provided at no charge at all public hearings and workshops.

## BALANCED BUDGET

1. Balanced Budget Requirement: The operating budget of the City of Miami Gardens shall be balanced using current year revenues to finance current year expenditures. Fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. Fund balances may be budgeted as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis, or as reserves to be carried forward. Under ordinary economic conditions, the use of fund balance forward should not exceed .25 mills equivalent.
2. Revenue projections will be based on an analysis of historical trends and reasonable assumptions of future conditions.
3. Revenue estimates will be made on a reasonable, conservative basis to ensure estimates are realized.
4. The operating budget will be prepared based on 95% of the certified taxable value of the property tax roll revenues.
5. The City will not use long-term debt to finance expenditures required for operations.
6. As early as practical in each annual budgeting cycle, the City Council shall give direction to staff as to the circumstances under which an ad valorem tax millage increase would be considered. Normally, such direction should be given in conjunction with the setting of a tentative budget calendar.
7. Fees should be collected on all City-provided services for which specific users may be readily identified and use may be reasonably quantified. The amount of the fee should be based on actual costs incurred in providing the services (or facility) and shall be reviewed at least biannually. The degree to which fees shall recover full costs shall be a policy determination of the City Council.



## FUND STRUCTURE

For financial purposes, the City conducts its operations from various accounting entities called "Funds." Each Fund is treated as a 'business and is designed to operate quasi-independently from the other funds. The City's current operating funds are The General Fund; the Transportation Fund; the Development Services Fund; the Special Revenue Fund; the Capital Projects Fund, the Stormwater Utility Fund, the CDBG Grant Fund, the SHIP Grant Fund and the Debt Service Fund.

The General Fund is the principal fund through which the City conducts business. Its activities are supported and complemented by the other operating funds. Each of the various Funds has its own revenue sources and undertakes expenditures relative to their stated purpose. They may "purchase" various needed services from one or more of the other City Funds, or may provide administrative oversight to the other funds for a cost. Monies can only move between the Funds under certain circumstances as outlined in the City's Charter, financial policies and/or the adopted budget ordinance.

General Fund revenues are collected by the City and by Miami-Dade County and the State of Florida on behalf of the City. Revenue estimates are prepared in several ways. Estimates for revenues such as Business Tax Licenses, Solid Waste Franchise, Gas Franchise, Certificates of Use and local fees and charges are based on historical collections. The State provides its projections for State Revenue Sharing, Half Cent Sales Tax and Telecommunication Service Tax to assist in the development of the budget for each recipient.

Estimating revenues is always difficult. Trying to anticipate economic trends a year in advance is at best problematic. General budgeting principles dictate the use of caution in revenue prediction and staff has adopted that approach in developing the estimates herein. The consumer price index is normally used to gauge trends and anticipate revenue levels for general revenue sources. Property taxes are budgeted at 95% as required by the Florida Statute.

The pages that follow will breakdown each of the funds within the City's operations.

## FUND AND FUND TYPE

Government resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. All Funds in Miami Gardens are appropriated. The various funds are grouped within three (3) broad categories as follows:

### **Governmental Fund Types**

1. General Fund (001) - The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.
2. Special Revenue Funds (100s) – Special Revenue Funds are used to account for the proceeds from specific revenue sources (other major capital projects) that are legally restricted to expenditures for specified purposes. The City currently has several special revenue funds as described immediately below.
  - a. Transportation Fund (100) – The Transportation Fund is used to account for the revenues the City receives from the State-shared local option gas funds, and other revenues designated for transportation purposes. It is the operating fund for the City’s Public Works Department.
  - b. Grant Fund (102) – The Grant Fund is used to account for all operating grants the City receives from State or Federal Program for a specific purpose.
  - c. State Housing Initiative Partnership Grant (SHIP) Fund (103) – The State Housing Initiative Partnership Grant (SHIP) Fund is used to account for revenues and expenditures of the City’s SHIP Program.
  - d. Community Development Block Grant (CDBG) Fund (104) – The Community Development Block Grant Fund is used to account for revenues and expenditures of the City’s CDBG Program. The City is an entitlement community under the U.S. Department of Housing and Urban Development (HUD).
  - e. Development Services Fund (105) – The Development Services Fund is the accounting entity for the City’s Building Department. The fund was established to capture a record of fees and expenses oriented toward the building and development industry to ensure these service costs are largely recaptured by the users.
  - f. Law Enforcement Trust Fund (107) – The Special Revenue Fund is used to account for forfeiture funds and property seized or confiscated by State, and/or local law enforcement agencies.

- g. Federal Forfeiture Fund (108) - The Special Revenue Fund is used to account for forfeiture funds and property seized or confiscated by Federal law enforcement agencies.
  - h. Impact Fee Funds (110-112) - The Special Revenue Fund is used to account for receipts of impact fees imposed on new developments within the City, and expenditures for the type of system improvements for which the impact fee was imposed and only within the impact fee benefit district where the impact fee was collected.
  - i. Special Revenue Fund (113) – The Special Revenue Fund is used to account for the proceeds from specific, earmarked revenues such as impact fees and Law Enforcement Training Trust Fund (LETF).
  - j. Special Taxing District Fund (121-139)- The Special Revenue Fund is used to account for the revenues and expenditures of the City’s special taxing districts program.
3. Capital Project Fund (300) – Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds) or capital improvements. This fund serves as an operating fund for the construction of various projects and will receive grants and other project-oriented revenues.
4. Debt Service Funds (201) - Debt Service Funds account for the accumulation of resources for, and the payment of, principal, interest, and related costs on general long term debt (other than those payable from the operations of enterprise funds). The City currently has one Debt Service Fund.

### **Proprietary Fund Types**

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

5. Stormwater Utility Fund (401) – The Stormwater Utility Fund is used to account for revenues and expenditures related to the City’s Stormwater utility operation. Major revenues include the \$6 per month Stormwater utility fee and grants.

## EXPENDITURE POLICY

The City shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus planned use of fund balance accumulated through the prior years.

1. The City Manager shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year- end. Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided.
2. The City manager shall undertake periodic staff and third party reviews of City programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
3. The City shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.
4. Normal maintenance requirements necessary to sustain the basic asset value will be included in the budget of the proper operating fund.
6. Contractual obligations and compensation plans for employees will be provided, including estimated pay-out amounts for accrued personal leave.
7. Capital for major improvements and automation of services will be based on multiple-year planning and cost benefit analysis.
8. Working Capital Reserve - This reserve should be established in all operating funds where emergencies may occur. The amount recommended is a minimum of \$50,000 to \$500,000 depending on the size of the fund.
9. Each year, the risk manager shall prepare an estimate of amounts to be budgeted for workers' compensation, self-insured, and malpractice claims.



## FUND BALANCE POLICY

### Purpose

In 2009, the Governmental Accounting Standards Board (GASB) issued GASB Statement 54 *Fund Balance Reporting and Governmental Fund Type Definitions*. This statement substantially changes how fund balances are categorized. This policy establishes procedures for reporting fund balance classifications, and establishes prudent reserve requirements. It also authorizes and directs the Finance Director to prepare financial reports, which accurately categorize fund balance according to GASB 54.

### Definitions of Fund Balance

Fund balance is the difference between the assets and liabilities reported in a governmental fund. GASB 54 established the following definitions, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent.

A. Non-Spendable Fund Balance:

The non-spendable fund balance classification includes amounts that cannot be spent because they are either (a) not in a spendable form or (b) legally or contractually required to be maintained intact. The “not spendable form” criterion includes items that are not expected to be converted to cash, for example, inventories and prepaid amounts. It also includes the long term amount of loans and notes receivable.

B. Restricted Fund Balance:

This classification includes amounts that reflect constraints placed on the source of resources, other than non-spendable items that are either (a) externally imposed by creditors (such as through bonded debt reserve funds required pursuant to debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

C. Committed Fund Balance:

This classification includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action (an ordinance or resolution) of the government’s highest level of decision making authority. The committed amounts cannot be used for any other purposes unless the government removes or changes the specific use by taking formal action. Committed fund balance also incorporate contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

D. Assigned Fund Balance:

The assigned fund balance classification includes amounts that are constrained by the government's intent to be used for specific purposes, but that are not restricted or committed. Such intent needs to be established by (a) the governing body itself or (b) a body or official to which the governing body has delegated the authority to assign amounts to be used for specific purposes. The authority to "assign" fund balance is delegated to the City Manager or his designee. A few examples for assigned fund balance are as follows:

- Continuing Appropriations: Fund balance levels must be sufficient to meet funding requirements for projects approved in prior year and which must be carried forward into the next fiscal year.
- Funds set aside for equipment replacement according to the City's Capital Improvement Plan.

E. Unassigned Fund Balance:

This classification is for the government's General Fund and includes all spendable amounts not contained in the other classifications, and therefore not subject to any constraints. Unassigned amounts are available for any purpose.

**Stabilization Arrangements**

Included in the City's Adopted Budget each year, it is the City's goal to maintain an unassigned general fund balance equal to 16% to 25% of the annual budgeted general fund expenditures. All unassigned general fund balance should be appropriated into the succeeding year's budget and identified as "working capital reserve".

**Comparison of Past Practice and GASB 54 Fund Balance Types**

Past Practice	GASB 54 Format
Reservations:	
Inherited: Inventories, Prepaid	Non Spendable
Legal restriction:	Restricted
Special Revenue Fund: Impact Fee	Restricted
Special Revenue Fund: Grants	Restricted
Development Service Fund	Restricted
Transportation Fund: Gas Tax	Restricted
Contractual restriction: Encumbrances	Committed: Contractual obligated
Capital Projects Fund	Restricted: Grant
Unreserved, reported in	Assigned:
Special Revenue Funds	Special Revenues with the exception listed above
Capital Projects Fund	Capital Projects with the exception listed above
Debt Service Fund	Debt Service
Unreserved, undesignated:	Unassigned:
	General Fund Only*
*Exception: Other governmental funds have Expenditures that exceed the restricted or committed fund balance.	

**Specific Guidelines for Individual Funds****General Fund**

It is the objective of the City to pay as great a portion of operating expenses of the General Fund as possible from sources other than ad valorem taxes. Only to the extent that non-ad valorem tax sources of revenue are inadequate to support services at desired levels should ad valorem taxes be considered for an increase. Service charges and fees for all general fund services will be analyzed to ensure an appropriate proportional recovery of direct costs and overhead from Proprietary Funds.

The annual operating budget of any enterprise or special revenue operating fund shall pay the appropriate general fund operations for a portion of the cost of general administrative departments and a payment-in-lieu-of taxes which will be computed on the latest un-depreciated value as established in the latest Comprehensive Annual Financial Report. Service charges, rent, and fee structure will be established so as to ensure recovery of all costs for these funds to the fullest extent possible, considering public benefit. All capital projects and capital bonds shall pay a one-time 2 ½% when applicable an administrative fee to the General Fund for administration and accounting for such project.

## CAPITAL ASSET MANAGEMENT POLICY

### **Threshold**

The City will capitalize all individual assets and infrastructure with a cost of \$5,000 or more and a life of 5 years or more (except computers at 3 years).

### **Asset categorization**

The City shall account for assets and infrastructure meeting the minimum dollar and life thresholds in the following categories:

- Land
- Buildings
- Improvements
- Equipment
- Infrastructure
  - Roads
  - Stormwater system
  - Sidewalks
- Construction in progress

### **Infrastructure Accounting**

- Pre-2003 valuations. Prior to the incorporation of the City in 2003, the City has used the estimated historical cost method of valuation.
- Method:
  - The City determined the estimated cost of road replacement by using the Florida Department of Transportation Statistics Unit Prices and then applied the US Bureau of Labor Statistics price trend information for asphalt, concrete, paving mixtures and blocks weighted average deflator index in determining the present value of the roads.
  - The Stormwater system estimated cost is based upon the Florida Department of Transportation Statistics Unit Prices and then applied the US Bureau of Labor Statistics price trend information for storm sewer pipes and concrete pipes weighted average deflator index in determining the present value of the Stormwater system.
  - The City determined the estimated cost of sidewalks by using the Florida Department of Transportation Statistics Unit Prices and then applied the US Bureau of Labor Statistics price trend information for asphalt, concrete, paving mixtures and blocks weighted average deflator index in determining the present value of the sidewalks.

**Capital Expenditure/Capital Outlay**

Budget vs. GAAP (Generally Accepted Accounting Principles). Only assets or infrastructure with a value over \$5,000 will be budgeted as a capital item in the budget. Short lived assets which do not meet the capital asset threshold will be budgeted as operational materials and supplies.

- Deprecation Method: GASB (Governmental Accounting Standards Board) Statement 34 requires governments to depreciate capital assets with a defined estimated life.
- The City will use the straight line depreciation method.
- There will be no depreciation on land or other assets with an indefinite life.
- Construction in progress projects are not subject to depreciation until the projected is completed.
- Depreciation expense is not calculated on the salvage value (value which the asset will not fall below).

**Capital Assets**

Assets vs. Repair & Maintenance: GASB 34 requires that repair and maintenance items are expenses rather than capitalized assets.

- The criteria determining whether an item is capitalized or expensed is whether the service life of the assets will be extended.
- The City will adapt this definition and capital expenditures that extend the life of the asset will be classified as capital assets.

**Estimated useful assets life**

The estimated useful lives of the assets are based on City experience and established projections reflected in the 5 year capital plan. The useful life will be used when determining depreciation expense. The useful lives are:

- Land – indefinite
- Buildings – 40 years
- Improvements – 15 years
- Equipment :
  - Cars – 5 years
  - Trucks – 10 years
  - Equipment – 5 years
  - Computer equipment – 3 years
- Infrastructure:
  - Roads – 25 years
  - Stormwater system – 50 years
  - Sidewalks – 20 years

**Five year capital plan**

The City prepares a 5 year capital plan which reports the capital asset budget needs for the City.

**Fixed Asset Accounting**

The City will comply with the standards established by GASB 34 (Governmental Accounting Standards Board) and all subsequent pronouncements set forth by GASB or its successor organization.

## CAPITAL EXPENDITURES AND DEBT POLICY

### **All Funds**

#### **Revenue**

Revenue projections for the Capital Improvement Budget shall be based on conservative assumptions of future earnings and bond market conditions.

#### **Requirements**

Capital projects shall be justified in relation to the applicable elements of the City's comprehensive plan or other requirements or needs. Estimated requirements for capital projects shall include all costs reasonably associated with the completion of the project. The impact of each project on the operating revenues and requirements of the City shall be analyzed as required by the general fiscal policy stated above.

#### **Long Term Debt**

Long term borrowing will not be used to finance current operations or normal maintenance. A policy of full disclosure will be included in all financial reports and official statements for debt.

#### **Medium Term Debt**

Capital lease purchase methods, bonds, or other debt instruments may be used as a medium-term (5 to 8 years) method of borrowing for the financing of vehicles, other specialized types of equipment, or other capital improvements. The equipment or improvement must have an expected life at least equal to the years leased or financed. The City will determine and utilize the least costly financing methods available and where practical, shall use an open bid system for such financing. Such debt arrangements will be repaid within the expected life of the equipment or improvement acquired.

#### **Short Term Debt**

Short-term borrowing may be utilized for temporary funding of anticipated tax revenues; anticipated grant payments, anticipated bond proceeds, or other expected revenues. Such debt should normally be made from pooled cash; however, in rare circumstances, it may be by the use of the line-of-credit at the City's depository or other financial institution, utilizing a short-term note maturing before the end of the current appropriation period. Other short-term debt, such as tax exempt commercial paper, bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest advantage, or the advantage to delay long-term debt until market conditions are more favorable. The City will determine and utilize the least costly method for short term borrowing. Short-term debt may be refunded in accordance with applicable federal laws. Anticipated funding is defined as an assured source with the anticipated amount based on conservative estimates.



**Specific Guidelines****1. General Capital Improvements**

General capital improvements, or those improvements not related to City-owned enterprises, shall be funded from general operating fund revenues or fund balances, the sale of revenue or general obligation bonds, and from special assessments and grants.

**2. Pay-As-You-Go Capital Improvements**

Pay-as-you-go capital improvements shall be funded from general operating fund revenues or fund balances, state and federal grants, special assessments, or other sources of revenue which may become available to the City. Major capital projects related to the delivery of general public services shall be paid from general purpose revenues.

**3. Special Assessments**

When special assessments are used for pay-as-you-go general capital improvements where the City as a whole receives the benefit, the interest rate charged will be established by the City consistent with state law.

**4. Revenue Bond Debt Limit**

Sale of revenue bonds shall be limited to that amount which can be supported by user fees and other associated revenues. Revenue bond coverage shall not be less than parity required coverage or as fixed in the approving bond documents. *While the City has no legal debt limit*, it is the City's policy that the total net annual general revenue bond debt service should not exceed 15% of the total net general purpose revenue and other funds available for such debt service. Net annual debt service shall be gross annual debt service less estimated interest on debt service reserve accounts and funds from other governmental units designated for payment of such debt service.

**5. Enterprise Capital Improvements**

Enterprise revenue bond coverage shall not be less than parity or the required coverage, whichever is greater.

**6. Miscellaneous**

The maximum of net bonded debt per capita shall be \$1,000. The maximum percentage of annual debt service to general expenditures shall be 10%.

**7. Types of Debt Pledges**

There are different types of debt available to finance the City's needs. They are as follows:

- A. **General Obligation Bonds** - These bonds are secured by ad valorem tax beyond operating levels. All General Obligation Bond issuance must be approved by voters through a referendum. The State of Florida limits the General Obligation debt service not to exceed a tax of 2 mills.

- B. **Covenant to Budget and Appropriate** - This is a pledge that the City will consider making payment of debt service annually through the budget process.
- C. **Special Revenue Bonds** - These bonds are repaid by the pledge of specific governmental revenue such as public service tax, gas tax or sales tax. This bond requires that the revenue stream be used first to satisfy the bond covenants and then used for other governmental purposes.
- D. **Special Assessment Bonds** - This bond is secured by special assessments that the City can levy. This includes any improvements to streets, such as sidewalk program, lighting program, traffic calming devices etc.
- E. **State Revolving Loan** - This is a low interest loan offered by the State for water, sewer and Stormwater improvements. This loan is secured by user fees charged by the jurisdiction.

## 8. Final Maturity

The following is the guideline and is not a mandatory schedule; however, in no circumstances should the maturity of the loan be longer than the life of the assets.

- A. Vehicles/Equipment: 3-5 years
- B. Heavy Equipment such as loader, dump truck: 5-8 years
- C. Building: 20 – 30 years
- D. Infrastructure Improvement: 10 – 20 years
- E. Land: 20-30 years

## 9. Debt Instruments

The Finance Director shall choose the best structure of debt warranted by the market conditions and the project to be financed and recommend to Council for approval. The City also has the option of participating in one of the many pool bonds, where local government have joined together to issue debt to gain economy of scale to reduce issuance costs and to obtain better interest rate.

- A. **Fixed Rate Bonds** - Fixed rate bonds have the future principal and interest payments scheduled until maturity from the time of issuance.
- B. **Variable Rate Notes** - Variable rate notes are when the amount of interest paid changes in reaction to market demands and investor's preference. Variable rate debt should be used for two purposes: (1) as an interim financing device (during construction periods) and (2) subject to limitations, as an integral portion of a long- term strategy to lower the City's effective cost of capital. Under either circumstance, when the cycle of long-term rates moves down to or near historic lows, consideration should be given to converting to a fixed rate.
- C. **Line or Letters of Credit** - When the use is considered prudent the City can enter in agreements with local banks or other financial entities to acquire loans or letters of credit that provide City access to funds under emergency circumstances to fund temporary cash flow demands.

**10. Measures of Future Flexibility**

As the City addresses its needs at any one period in time, the Mayor and City Council must be prepared to ensure the flexibility to meet the present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the following targets or limits are established to ensure future flexibility. The following goals/targets are set to ensure the current and future flexibility, and financial vitality of the City.

<b>MEASURES OF FUTURE FLEXIBILITY</b>	
<b>DESCRIPTION</b>	<b>CEILINGS</b>
General Government Debt Service as a percentage non-ad valorem General Fund Expenditures:	
Debt Limit (net of General Obligation Bond)	10%
Goal/Target	8%
Weighted Average Maturity of Debt Programs:	
Self-Supporting	10 years
Non-Self-Supporting	20 years
Weighted Average Maturity of Internal Loan Program:	5 years
General Government Direct Debt per capita:	
Limit	\$100
Goal/Target	\$800
Annual Capital Projects Funding (paid as you go or debt service incurred) from non-ad valorem tax	
Limit- mill	2
Goal/Target- mill	1.5
Unassigned Fund Balance	16-25% of annual operating budget

**11. Refunding Criteria**

Periodic review of the City's outstanding debt should be undertaken to determine refunding opportunities. The City may issue refunding bonds when advantageous, legally permissible, and when aggregate net present value saving, expressed as a percentage of par amount for the refunding bonds, is within a target range of 3-5% or when the average annual savings are greater than \$10,000 per year.

**12. Monitoring, Reporting, Amendments and/or Exceptions**

The Finance Director shall monitor the actual results against the targets presented in this policy and the report will include the following information, to the extent applicable:

- A. Debt Program Targets and
- B. Measures of Future Flexibility Targets;

From time to time, circumstances may suggest that an exception be approved to one or more of the policy constraints established herein. Amendments and/or exceptions must be submitted to the City Council and shall become effective only after approved by the City Council. This Debt Management Policy will be submitted for ratification by the City Council should economic circumstances arise.

### **Policies and Procedures for Issuance and Post-Issuance Compliance with Internal Revenue Code Requirements**

The City issues tax-exempt and tax credit bonds (including certificates of participation) that are subject to certain requirements under the Internal Revenue Code (the “Code”). The City has established the policies and procedures outlined in this section in order to ensure compliance with the requirements of the Code that are applicable to tax-exempt bonds and tax credit bonds, including “Build America Bonds” that are “qualified bonds” within the meaning of Section 54AA thereof (“Direct-Pay BABs”) that are eligible for interest subsidy payments (the “Subsidy”). These policies and procedures, coupled with requirements contained in the Arbitrage and Tax Certificate (the “Tax Certificate”) executed at the time of issuance of the bonds, are intended to constitute written procedures for compliance with the Federal tax requirements applicable to the bonds and for timely identification and remediation of violations of such requirements.

#### **1. General Matters**

The Finance Director shall have overall responsibility for ensuring that the ongoing requirements described in this section are met with respect to the bonds. The Finance Director shall identify additional employees who will be responsible for each of the procedures described in this section, notify the current holder of that office of the responsibilities, and provide that person with a copy of the procedures. New personnel will be advised of responsibilities under the procedures and the importance of the procedures. If positions are restructured or eliminated, responsibilities will be reassigned as necessary to ensure that all procedures are monitored.

#### **2. Periodic Review**

The Finance Director or other responsible persons should periodically review compliance with these procedures and with the terms of the related Tax Certificate to determine whether any violations have occurred so that such violations can be remedied through the “remedial action” regulations (Treasury Regulation §1.141-12) or the Voluntary Closing Agreement Program described in Internal Revenue Service (“IRS”) Notice 2008-31 (or successor guidance).

**3. Changes in Bond Terms**

If any changes to the terms of the bonds are contemplated, bond counsel will be consulted. Such modifications could result in a reissuance, i.e., a deemed refunding, of the bonds. Such a reissuance could jeopardize the status of any bonds that are Direct-Pay BABs and thereby affect the continued receipt of the Subsidy.

**4. Issue Price; Premium Limit for Build America Bonds**

- A. In order to document the issue price of bonds, the Finance Director shall consult with bond counsel and obtain a written certification from the underwriter, placement agent or other purchaser of the bonds as to the offering price of the bonds that is in form and substance acceptable to the City and bond counsel.
- B. Prior to issuing Build America Bonds, the Finance Director shall consult with bond counsel and the City's financial advisors to assure that the premium on each maturity of the bonds (stated as a percentage of principal amount) does not exceed one-quarter of one-percent (0.25%) multiplied by the number of complete years to the earlier of final maturity of the bonds or, generally, the earliest call date of the bonds, and that the excess of the issue price of the bonds over the price at which the bonds are sold to the underwriter or placement agent, when combined with other issuance costs paid from proceeds of the bonds, does not exceed 2% of the sale proceeds of the bonds.
- C. In connection with monitoring the premium limitation that applies to the issuance of Build America Bonds, the Finance Director shall ensure that a party other than the underwriter or placement agent, such as the City's financial advisor, reviews the market trading activity of the bonds after their sale date but before their issuance date, answers such questions as the Finance Director shall reasonably ask of such party concerning such data, and produce such reports concerning the sales data as the Finance Director shall reasonably request. Market trading information is generally available through the Municipal Securities Rulemaking Board's Electronic Municipal Market Access System (EMMA) (<http://www.emma.msrb.org>).

**5. Information Reporting**

- A. The Finance Director will confirm that bond counsel has filed the applicable information reports (such as Form 8038-G or Form 8038-B) for such bond issue with the IRS on a timely basis, and maintain copies of such form including evidence of timely filing as part of the transcript of the bond issue.
- B. For Direct-Pay BABs, the Finance Director shall review the IRS Form 8038-CP in order to ensure that the proper amount of interest is being reported and the proper amount of subsidy is being requested with respect to each interest payment date. The Finance Director shall ensure that the IRS Form 8038-CP is filed on a timely basis with respect to each interest payment date in order to receive timely payment of the subsidy. If the subsidy is to be paid to a person other than the City (i.e., the bond trustee), the Finance Director shall obtain and record the contact information of that

person, and ensure that it is properly shown on Form 8038-CP so that the direct payment will be made to the proper person.

## **6. Use of Proceeds of Bonds**

The Finance Director or other responsible person shall:

- A. Maintain clear and consistent accounting procedures for tracking the investment and expenditures of bond proceeds, including investment earnings on bond proceeds.
- B. At or shortly after closing of a bond issue, ensure that any allocations for reimbursement expenditures comply with the Tax Certificate.
- C. With respect to Build America Bonds, monitor that no more than 2% of the sale proceeds are used to pay costs of issuance.
- D. With respect to Build America Bonds, determine the correct amount of available project proceeds and monitor that 100% of all sale proceeds and investment earnings on sale proceeds (other than proceeds used to pay costs of issuance or deposited in a reasonably required reserve fund) are allocated to capital expenditures in a timely fashion consistent with the requirements of the Tax Certificate.
- E. Utilize requisitions to draw down bond proceeds, and ensure that each requisition contains detailed information in order to establish when and how bond proceeds were spent; review them carefully before submission to ensure proper use of bond proceeds to minimize the need for reallocations.
- F. Ensure that a final allocation of bond proceeds (including investment earnings) to qualifying expenditures is made if bond proceeds are to be allocated to project expenditures on a basis other than “direct tracing” (direct tracing means treating the bond proceeds as spent as shown in the accounting records for bond draws and project expenditures). An allocation other than on the basis of “direct tracing” is often made to reduce the private business use of bond proceeds that would otherwise result from “direct tracing” of proceeds to project expenditures. This allocation must be made within 18 months after the later of the date the expenditure was made or the date the project was placed in service, but not later than five years and 60 days after the date the bonds are issued, or 60 days after the bond issue is retired. Bond counsel can assist with the final allocation of bond proceeds to project costs.
- G. Maintain careful records of all project and other costs (e.g., costs of issuance, credit enhancement and capitalized interest) and uses (e.g., deposits to a reserve fund) for which bond proceeds were spent or used. These records should be maintained separately for each issue of bonds.

**7. Monitoring Private Business Use**

The Finance Director or other responsible person shall:

- A. Review all of the following contracts or arrangements with non-governmental persons or organizations or the federal government (collectively referred to as “private persons”) with respect to the bond-financed facilities which could result in private business use of the facilities:
  - i. Sales of bond-financed facilities;
  - ii. Leases of bond-financed facilities;
  - iii. Management or service contracts relating to bond-financed facilities;
  - iv. Research contracts under which a private person sponsors research in bond- financed facilities; and
  - v. Any other contracts involving “special legal entitlements” (such as naming rights or exclusive provider arrangements) granted to a private person with respect to bond-financed facilities.
- B. Before amending an existing agreement with a private person or entering into any new lease, management, service, or research agreement with a private person, consult bond counsel to review such amendment or agreement to determine whether it results in private business use.
- C. Establish procedures to ensure that bond-financed facilities are identified and are not used for private use without written approval of the Finance Director or other responsible person.
- D. Analyze any private business use of bond-financed facilities and, for each issue of bonds, determine whether the 10% limit on private business use (5% in the case of “unrelated or disproportionate” private business use) is exceeded, and contact bond counsel or other tax advisors if either of these limits is exceeded.
- E. If private business use limits are exceeded, consult with bond counsel to determine if a remedial action is required with respect to nonqualified bonds of the issue under Treasury Regulation §1.141-12, or if the IRS should be contacted under its Voluntary Closing Agreement Program.
- F. Retain copies of all of the above contracts or arrangements (or, if no written contract exists, detailed records of the contracts or arrangements) with private persons for the period indicated below.
- G. Ensure that loans to persons other than governmental units made with proceeds of bonds comply with the limitations provided in the Code. Consult bond counsel if any such loans are contemplated.



**8. Arbitrage and Rebate Compliance**

The Finance Director or other responsible person shall:

- A. Review each Tax Certificate to understand the specific requirements that are applicable to each bond issue.
- B. Record the arbitrage yield of the bond issue, as shown on IRS Form 8038-G or 8038-B.
- C. Review the Tax Certificate to determine the “temporary periods” for each bond issue, which are the periods during which proceeds of bonds may be invested without yield restriction.
- D. Ensure that any investment of bond proceeds after applicable temporary periods is at a yield that does not exceed the applicable bond yield, unless yield reduction payments can be made pursuant to the Tax Certificate.
- E. Monitor that bond proceeds (including investment earnings) are expended promptly after the bonds are issued in accordance with the expectations for satisfaction of three-year or five-year temporary periods for investment of bond proceeds and to avoid “hedge bond” status.
- F. Ensure that investments acquired with bond proceeds satisfy IRS regulatory safe harbors for establishing fair market value (e.g., through the use of bidding procedures), and maintaining records to demonstrate satisfaction of such safe harbors.
- G. Consult with bond counsel before engaging in credit enhancement or hedging transactions relating to a bond issue, and before creating separate funds that are reasonably expected to be used to pay debt service on bonds. Maintain copies of all contracts and certificates relating to credit enhancement and hedging transactions that are entered into relating to a bond issue.
- H. Before beginning a capital campaign that may result in gifts that are restricted to bond-financed projects (or, in the absence of such a campaign, upon the receipt of such restricted gifts), consult bond counsel to determine whether replacement proceeds may result.
- I. Even after all proceeds of a given bond issue have been spent, ensure that the debt service fund meets the requirements of a “bona fide debt service fund,” i.e., one used primarily to achieve a proper matching of revenues with debt service that is depleted at least once each bond year, except for a reasonable carryover amount not to exceed the greater of: (i) the earnings on the fund for the immediately preceding bond year; or (ii) one-twelfth of the debt service on the issue for the immediately preceding bond year. To the extent that a debt service fund qualifies as a bona fide debt service fund for a given bond year, the investment of amounts held in that fund is not subject to yield restriction for that year.

- J. Ensure that amounts invested in any reasonably required debt service reserve fund do not exceed the least of: (i) 10% of the stated principal amount of the bonds (or the sale proceeds of the bond issue if the bond issue has original issue discount or original issue premium that exceeds 2% of the stated principal of the bond issue plus, in the case of premium, reasonable underwriter's compensation); (ii) maximum annual debt service on the bond issue; or (iii) 125% of average annual debt service on the bond issue.
- K. Review the Arbitrage Rebate covenants attached to the Tax Certificate. Subject to certain rebate exceptions described below, investment earnings on bond proceeds at a yield in excess of the bond yield (i.e., positive arbitrage) generally must be rebated to the U.S. Treasury, even if a temporary period exception from yield restriction allowed the earning of positive arbitrage.
  - i. Ensure that rebate calculations will be timely performed and payment of rebate amounts, if any, will be timely made; such payments are generally due 60 days after the fifth anniversary of the date of issue of the bonds, then in succeeding installments every five years. The final rebate payment for a bond issue is due 60 days after retirement of the last bond of the issue. The City should hire a rebate consultant if necessary.
  - ii. Review the rebate section of the Tax Certificate to determine whether the "small issuer" rebate exception applies to the bond issue.
  - iii. If the 6-month, 18-month, or 24-month spending exceptions from the rebate requirement (as described in the Tax Certificate) may apply to the bonds, ensure that the spending of proceeds is monitored prior to semi-annual spending dates for the applicable exception.
  - iv. Make rebate and yield reduction payments and file Form 8038-T in a timely manner.
  - v. Even after all other proceeds of a given bond issue have been spent, ensure compliance with rebate requirements for any debt service reserve fund and any debt service fund that is not exempt from the rebate requirement (see the Arbitrage Rebate covenants attached to the Tax Certificate).
  - vi. Maintain records of investments and expenditures of proceeds, rebate exception analyses, rebate calculations, Forms 8038-T, and rebate and yield reduction payments, and any other records relevant to compliance with the arbitrage restrictions.

## 9. Record Retention

The Finance Director or other responsible person shall ensure that for each issue of bonds, the transcript and all records and documents described in these procedures will be maintained while any of the bonds are outstanding and during the three-year period following the final maturity or redemption of that bond issue, or if the bonds are refunded (or re-refunded), while any of the refunding bonds are outstanding and during the three-year period following the final maturity or redemption of the refunding bonds.

**Disclosure Policies and Procedures****I. Introduction**

In general, municipal market disclosure is subject to the anti-fraud rules under the Federal securities laws. Disclosures by municipal issuers are generally made in three contexts: (1) primary market disclosure through offering documents prepared for primary offerings of securities; (2) secondary market disclosures prepared in compliance with undertakings under Rule 15c2-12 of the Securities and Exchange Commission under the Securities Exchange Act of 1934, as amended (the “Rule”); and (3) releases and/or statements by the issuer and its officials that are reasonably expected to reach investors and the trading markets, such as communications through investor websites, press releases or other public responses.

When the City of Miami Gardens (the “City”) publicly issues bonds, notes, certificates of participation or other obligations (collectively, “Obligations”), preliminary and final offering statements (each an “Offering Statement”) are prepared that provide disclosure to buyers of the Obligations of financial and other information relating to the City and the security for the Obligations.

The City will engage its own disclosure counsel (hereinafter referred to as “Disclosure Counsel”) in order to prepare Offering Statements and to advise the City with respect to disclosure obligations and requirements under the aforementioned federal securities laws. Disclosure Counsel shall provide an opinion to the City as described below relating to the Offering Statement in connection with each issuance of Obligations.

In connection with each Offering Statement, the Mayor, City Manager and/or Finance Director shall provide a written certification (which certification may be made as part of the closing documents executed in connection with such transaction) to the effect that (i) the information contained therein, as of the date of such Offering Statement, does not contain any untrue statement of a material fact or omit to state any material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading (except for information relating to The Depository Trust Company and its book- entry only system of registration and information relating to a bond insurer (or other credit enhancer) and its policy, as to all of which no certification need be made), and (ii) there has been no material adverse change in the financial condition and affairs of the City from the date of the financial statements contained in the Offering Statement to the date of issuance of the Obligations that was not disclosed in or contemplated by the Offering Statement.

In connection with each Offering Statement, the City Attorney shall opine to the effect that the information contained therein, as to legal matters relating to the City, as of the date of such Offering Statement and as of the date of issuance of the Obligations, does not contain any untrue statement of a material fact or omit to state any material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading.

Similarly, the City's Disclosure Counsel shall deliver a customary opinion to the effect that nothing has come to its attention that has caused such counsel to believe that the information contained in the Offering Statement, excepting information relating to The Depository Trust Company and its book-entry only system of registration, information relating to the bond insurer (or other credit enhancer) and its policy, if any, and financial, statistical and demographic information, as to all of which no opinion need be expressed, contains an untrue statement of a material fact or omits to state a material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading.

In order to support the certification described above, the City hereby adopts these Policies and Procedures for preparing the Offering Statement and updating, from time to time, certain information contained within the Offering Statement (the "Disclosure Policies and Procedures"). By adopting these Disclosure Policies and Procedures and by requiring staff to adhere to these Disclosure Policies and Procedures, the City hereby formalizes the appropriate policies and procedures and documents to ensure that the City efficiently carries out its obligations pursuant to the Rule. In interpreting these Disclosure Policies and Procedures, it should be noted that the Mayor, the City Manager and the Finance Director are ultimately responsible for all factual information to be included in (or omitted from) the Offering Statement, and the City Attorney, in consultation with the Disclosure Counsel and any other special counsel to the City in finance matters (such as Bond Counsel), is ultimately responsible for all legal matters relating to the City described in (or omitted from) the Offering Statement.

The Finance Director shall periodically review the Disclosure Policies and Procedures at least annually and may, from time to time, as may be necessary, recommend to the City Manager modifications to the Disclosure Policies and Procedures in consultation with Disclosure Counsel.

## **II. Preparation of Offering Statements**

Commensurate with the source of security for the Obligations, the Finance Director, with the advice of Disclosure Counsel, shall collect, coordinate and review, then provide all information that a reasonable investor would want to know in making an informed investment decision. In order to accomplish this objective, the following procedure will be followed:

- (1) The Finance Director, with the assistance of the City Manager and such other City departments or employees as may be necessary with respect to the type of information needed, shall provide textual, demographic, financial and budgetary information and operating data to Disclosure Counsel, and if requested in writing, to counsel to the underwriter ("Underwriter's Counsel").
- (2) The City Attorney shall provide descriptions of material litigation to Disclosure Counsel and, if requested in writing, to Underwriter's Counsel.

- (3) The Finance Director shall contact the City Attorney and the City Manager to obtain relevant information on pending or approved legislation, proposed and actual actions of the state government, and strategic and policy considerations. If any of such matters are believed to be “significant,” they should be reported to and reviewed by Disclosure Counsel, the City’s financial advisor, the underwriter(s) and Underwriter’s Counsel, to determine if any of such matters present material disclosure issues.
- (4) The Finance Director shall ensure that all information that is provided to any rating agencies and/or insurers as part of the credit process is also shared with Disclosure Counsel, and if requested in writing, with Underwriter’s Counsel.
- (5) The Finance Director, or his or her designee(s), shall review documentation and reports available on the City’s website that are also contained or to be contained in its Offering Statements, to identify if there are any material inconsistencies in the information provided in each place.
- (6) Prior to printing each Offering Statement, following appropriate review, each of the parties providing information pursuant to paragraph (1) above or their designees shall provide to the Finance Director a written indication or approval via electronic mail or such other means that are acceptable to the Finance Director that each has reviewed the portions of the disclosure for which he or she is individually responsible and that each has determined that the information contained in such portions does not contain any untrue statement of a material fact or omit to state any material fact necessary to make the statements contained in such portions, in light of the circumstances under which they were made, not misleading.
- (7) The City will enter into a Continuing Disclosure Agreement, or otherwise provide a continuing disclosure undertaking in the ordinance, resolution or trust indenture related to the Obligations, in connection with each issuance of Obligations that are subject to a continuing disclosure undertaking, containing the undertaking of the City under the Rule (the “Undertaking”).

A copy or summary of the Undertaking shall be included in the Offering Statement.

### **III. Preparation of Annual Continuing Disclosure Filing**

By October 31st of each year, the Finance Director shall review the City’s annual filing requirements in each continuing disclosure Undertaking relating to outstanding Obligations to determine what financial information and operating data must be updated and filed on an annual basis, and when such filings are required to be submitted. The Finance Director shall involve the City Manager, the City Attorney and such other City departments or employees as may be necessary with respect to the type of information needed, in the preparation of the requisite updates. The Finance Director shall ensure the City complies with the annual filing requirements of all such Undertakings. The process of preparing the annual continuing disclosure filing shall be the same as the process for preparation of Offering Statements described above. The City may employ the services of an outside dissemination agent to assist with the foregoing responsibilities, if necessary.

In connection with the filing of information subject to an Undertaking, the Finance Director shall provide a written certification to the dissemination agent, if any, to the effect that, to the best of his or her knowledge, the information contained therein, as of the date of such filing, is true and accurate.

#### **IV. Monitoring Material Events Which May Trigger An Obligation To Make A Continuing Disclosure Filing**

The Finance Director shall consult regularly with Disclosure Counsel to review the list of enumerated events in each active continuing disclosure undertaking, to maintain an awareness of the circumstances which may trigger a filing obligation, including the timeframe within which such a filing would be required to be made. As of the date of adoption of these Disclosure Policies and Procedures, the Rule requires the City to provide notice the Municipal Securities Rulemaking Board's Electronic Municipal Market Access system ("EMMA") of the occurrence of the following events, to be filed within ten (10) business days of the occurrence of any such event:

- Principal and interest payment delinquencies;
- Non-payment related defaults, if material;
- Unscheduled draws on debt service reserves reflecting financial difficulty;
- Unscheduled draws on credit enhancements reflecting financial difficulty;
- Substitution of credit or liquidity providers, or their failure to perform;
- Adverse tax opinions, the issuance by the IRS of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701 TEB) or other material notices of determination with respect to the tax status of the security or other material events affecting the tax status of the security;
- Modifications to rights of security holders, if material;
- Bond calls, if material, and tender offers;
- Defeasances;
- Release, substitution, or sale of property securing repayment of the securities, if material;
- Rating changes;
- Bankruptcy, insolvency, receivership or similar event of the City;
- The consummation of a merger, consolidation, or acquisition involving the City or the sale of all or substantially all of the assets of the City, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and
- Appointment of a successor or additional trustee or the change of name of a trustee, if material.

The Finance Director shall ensure the City complies with the ongoing filing requirements of all such Undertakings. The Finance Director may utilize the services of an outside dissemination agent to assist with the foregoing responsibilities, and, if necessary, to transmit the annual report to EMMA.

## **V. Documents to be Retained**

The Finance Director, working with the City Clerk as needed, shall be responsible for retaining records demonstrating compliance with these Disclosure Policies and Procedures. The Finance Director shall retain an electronic or paper file (“Deal File”) for each continuing disclosure annual report that the City completes. Each Deal File shall include final versions of Disclosure Documents identified in Exhibit “A” hereto; written confirmations, certifications, letters and legal opinions described herein; and a list of individuals (City officials and outside consultants) involved in the preparation of each of the Disclosure Documents. The Deal File shall be maintained for a period of five years from the later of the date of delivery of the Obligations referenced in the Disclosure Document, or the date the Disclosure Document is published, posted, or otherwise made publicly available, as applicable.

## **VI. Website Disclaimer**

The City’s website is a very useful tool for communicating with citizens and taxpayers in the City, and this informational tool should be encouraged. In certain instances, potential investors may also find the City’s website useful, which requires that the City be cautious in the administration of its website. Relating to information of the “investor relations” variety (i.e., information that the City reasonably expects to reach investors and the trading markets), the City shall include a disclaimer to the following effect before allowing access to potential investors:

*The information on this website does not and should not be considered an offer to buy or sell securities. In connection with certain outstanding public debt issues of the City of Miami Gardens, Florida (the “City”), the City files, or causes to be filed, its offering statements, its audited financial statements, certain operating data and financial information, and occasional voluntary notices on the Municipal Securities Rulemaking Board’s Electronic Municipal Market Access system (“EMMA”) which can be accessed at <http://emma.msrb.org/>. The information on EMMA and this website is for informational purposes only, and does not include all information which may be of interest to a potential investor, nor does it purport to present full and fair disclosure within the meaning of the applicable federal securities laws. Such information about the City is only accurate as of its date, and the City undertakes no obligation to update such information beyond its date. No representation is being made that there has not been a change in the affairs of the City since such date. Such information is subject to change without notice and posting of other information on the website does not imply that there has been no change in the affairs of the City since the date of such information. The updating or lack of updating of any information contained on EMMA or this website should not be considered to convey a complete picture of the affairs of the City. Such information concerning past performance*



*should not be relied upon as a forecast of future performance. Third party information is believed to be reliable; however, the City takes no responsibility for its accuracy.*

*BY CLICKING OK, I ACKNOWLEDGE I HAVE READ THE DISCLAIMER DOCUMENT BEFORE USING THE INVESTOR'S SITE.*

## **VII. Periodic Training**

As of the date of adoption of these Disclosure Policies and Procedures, pertinent City staff are current in the knowledge of their obligations under applicable law with regards to disclosure issues impacting Offering Statements and annual continuing disclosure obligations. At least every three (3) years, or as may be necessary upon the occurrence of new developments impacting disclosure, the City's dissemination agent, or its Disclosure Counsel, shall be engaged to conduct training for the City officials identified herein, including, but not limited to, the Mayor, the City Manager, the Finance Director and the City Attorney, to review their roles and responsibilities in these Disclosure Policies and Procedures. Such training shall include: (i) a review of the City's annual filing requirements in each active continuing disclosure undertaking, (ii) a review of the list of enumerated events and the timeframe within which a filing would be required to be made in each active continuing disclosure undertaking, and (iii) updates on current issues in the area of federal securities law as well as a question and answer session. Feedback on the process should be invited. During the training process, the need for modifications to the Disclosure Policies and Procedures, if any, should be considered.

## **VIII. Chief Disclosure Officer**

The Finance Director is responsible for ensuring compliance by the City with these Disclosure Policies and Procedures and will have general oversight of the entire disclosure process which shall include: (i) maintaining appropriate records of compliance with these Disclosure Policies and Procedures; (ii) evaluating the effectiveness of the procedures contained in the Disclosure Policies and Procedures and (iii) recommending appropriate changes to the Disclosure Policies and Procedures when revisions or modifications to the process become necessary.

## **IX. General Principles**

- (1) Everyone involved in the disclosure process should be encouraged to raise potential disclosure items (such as matters that may have a material adverse effect on the financial condition of the City or its ability to fulfill its contractual obligations described in an Offering Statement) at any time, and report them to the Finance Director. However, if such potential issues or concerns are related to information provided, or to be provided, by the Finance Director, such issues or concerns shall be reported to the City Attorney.
- (2) Everyone should be encouraged to err on the side of raising issues to the officials described in (1) above and shall communicate any such concerns in writing (including through electronic mail) to such officials.



- (3) While care should be taken not to shortcut or eliminate any steps outlined in the Disclosure Policies and Procedures on an ad hoc basis, the Disclosure Policies and Procedures contained herein are a “work in progress” and recommendations for improvement should be solicited and regularly considered.
- (4) The process of primary disclosure should not be viewed as a mechanical insertion of current information and data. Everyone involved in the preparation of Offering Statements should consider the need for revisions in the form and content of the sections for which they are responsible at the time of each update.
- (5) Care should be taken that any information produced and maintained for public consumption, and which may be relied upon by an investor in making an investment decision in the primary or secondary market, does not contain any untrue statement of a material fact or omit to state any material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading.
- (6) Consideration should be made, based on consultation with Disclosure Counsel, as to whether a public statement by a City official or the response by the City to an investor inquiry (e.g., a question from one of the City’s investors) may be material enough to merit a voluntary EMMA filing in order to ensure that the City’s Obligations are trading based on equal access to material information.

**EXHIBIT A**  
**LIST OF DISCLOSURE DOCUMENTS**

1. Preliminary and final official statements, private placement memoranda and remarketing memoranda relating to the City's Obligations, together with any supplements.
2. Financial Statements.
3. Filings made by the City with the MSRB, or made on behalf of the City by a dissemination agent, whether made pursuant to a continuing disclosure undertaking to which the City is a party or otherwise.
4. Press releases and other information distributed by the City for public dissemination to the extent that such releases are reasonably expected, in the determination of the Finance Director, to reach investors and the trading markets for municipal securities.
5. Rating agency presentations.
6. Postings on the investor information section of the City's website.
7. Any other communications that are reasonably expected, in the determination of the Finance Director, to reach investors and the trading markets for municipal securities.

## INVESTMENT POLICY

### **Scope**

This investment policy applies to all financial assets of the City of Miami Gardens, which are under the direct control of the City Council.

### **Investment Objectives**

The following investment objectives will be applied in the management of the City's funds.

#### **1. Safety of Capital**

Safety of capital is regarded as the highest priority in the handling of investments for the City. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they are from securities defaults or erosion of market value. From time to time, securities may be traded for other similar securities to improve yield, maturity, or credit risk. For these type transactions, a loss may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security:

- a. Yield has been decreased;
- b. Maturity has been reduced;
- c. Quality of the investment has been improved.

#### **2. Liquidity**

The City's investment strategy will provide sufficient liquidity such that cash flow requirements are met through the utilization of marketable securities with structured maturities.

#### **3. Yield**

In investing public funds, the City will strive to maximize the return on the portfolio but will avoid assuming unreasonable risk.

### **Standards of Care**

#### **1. Prudence and Ethical Standards**

The "prudent person" standard shall be used in the management of the overall investment portfolio. The prudent person standard is herewith understood to mean the following: Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. Investment officers, or persons performing the investment functions, acting as a "prudent person" in accordance with this

written policy and procedures, exercising due diligence and investments authorized by law, shall be relieved of personal responsibility, for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion, as described in the internal control section of this policy, and appropriate action is taken to control adverse developments.

**2. Investment Authority**

Responsibility for the administration of the investment program is vested in the City Manager. The City Manager shall exercise this authority and regulate the administration of the investment program through the Finance Department. No person may engage in an investment transaction except as stated in the internal controls section of the policy.

**3. Ethics and Conflicts of Interest**

The Mayor, City Council, City Manager, and Finance Department employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. The above personnel shall disclose any material interests in financial institutions with which they conduct business and any personal financial or investment positions that could be related to the performance of the investment portfolio. Investment related officers and personnel shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of their entity.

**Safekeeping and Custody**

**Authorized Investment Institutions and Broker/Dealers**

Documented lists of the authorized financial institutions and broker/dealers will be developed and maintained by the Finance Director and approved by the City Manager. Broker/ dealers will consist of banks, regional firms, and other recognizable firms in the general securities business. All such institutions shall be on the State of Florida authorized institution list. Evaluation criteria will include:

- a. The institutional and broker qualification as they relate to both general and specific product knowledge;
- b. The technical support capabilities as well as the operations efficiency of the organization;
- c. The ability to provide value added services;
- d. Pricing competitiveness based on the ability of the dealer to support both the "bid" and "ask" side of various securities market instruments.
- e. The financial strength and security of the company; and
- f. Have a minimum capital of \$10 million. Before engaging in investment transactions with a financial institution or broker/dealer, the Finance Director will have received from said a signed investment certification form attesting that the individuals responsible for the City's accounts have reviewed the City's investment policy and that they agree to

undertake reasonable efforts to preclude imprudent transactions involving the City's funds.

Time, practicality, and general business constraints limit the number of investment relationships which can be managed on a regular basis. In most cases, normal investment activity will be limited to no more than five relationships. In all cases, investment relationships will consist of a minimum of three institutions. If at any time the City Manager is appropriately notified of any threat to the integrity of the investment portfolio, proper security measures may be suggested and implemented, and the clerk shall have the option to further restrict investment in selected instruments, to conform to then present market conditions. Repurchase agreements will be conducted through, and negotiated only with, qualified public depository financial institutions and primary securities broker/dealers. A written master repurchase agreement will be negotiated with any institution with which the City, through the clerk, enters into a specific repurchase agreement.

### **Internal Controls**

The City Manager shall exercise and monitor a set of internal controls which are designed to protect the City's funds and ensure proper accounting and reporting of the securities transactions. Such internal controls shall consist of the following:

- a. All securities purchased or sold will be transferred only under the "delivery versus payment" method to ensure that funds or securities are not released until all criteria relating to the specific transactions are met.
- b. The City Manager is authorized to accept, on behalf of and in the name of the City of Miami Gardens, bank trust receipts and/or confirmations as evidence of actual delivery of the obligation or securities in return for investment of funds. Trust receipts or confirmations shall fully describe the various obligations or securities held. The receipt or confirmation shall state that the investment is held in the name of the City of Miami Gardens.
- c. Written documentation and/or confirmation of telephone transactions and wire transfers will be maintained.
- d. There will be adequate separation of duties with clear delegation of authority among investment personnel.
- e. Custodial safekeeping shall be properly utilized.
- f. Investment review and performance reporting, interim and annual, shall be done by the Finance Director and reviewed by the City Manager.
- g. The Finance Director will promptly notify the City Manager of any threat to the safety of the portfolio and proper security measures will be suggested and implemented to conform to market conditions.
- h. There will be an avoidance of bearer-form securities.
- i. There will be no physical delivery of securities, except certificates of deposit, which will be maintained in a safe in an approved financial institution.
- j. There will be a prohibition of collusion.

- k. A wire transfer agreement with the custodial bank outlining the various controls and security provisions for making and receiving wire transfers shall be executed.
- l. Quarterly safekeeping account statements shall be maintained.
- m. Transaction confirmations will be received from the financial institution or securities dealer awarded the investment and maintained as investment document.
- n. Periodic training and educational opportunities will be provided and made available concerning investments and related subjects for appropriate personnel.
- o. Investment activity will be performed by the Finance Director and subsequently approved by the City Manager. In the absence of the Finance Director, the Chief Staff Accountant responsible for overseeing investment record keeping, will perform the investment activity and obtain approval of the City Manager.
- p. The following personnel are designated by the City Manager as having authority to initiate all investment activities.
  - 1. Finance Director
  - 2. Chief Staff Accountant responsible for overseeing investment record keeping (if one is appointed).
- q. Additional controls will be established in written policies and procedures by the City Manager as needed.
- r. The internal controls for investments receipts to the City Manager's office listing the specific instrument, par value, rate, maturity, and any other pertinent information. In addition, the safekeeping institution shall send a report on at least a quarterly basis listing all securities held in each safekeeping account which shall be verified by the City Manager's office. All securities purchased by the City under this policy shall be purchased using the "delivery versus payment" procedure. If it is ever determined to be necessary to perform security transactions on a "free delivery" basis, or to have securities held by the broker/dealer for a temporary period, the approval of the Finance Director must be secured prior thereto and the reason documented in writing.

### **Suitable and Authorized Investments**

The City shall limit investments to:

- 1. Negotiable direct obligations of, or obligations the principal and interest of which are unconditionally guaranteed by, and which carry the full faith and credit of, the United States Government and its agencies. Investments in this category would include, but not be limited to, the following: United States Treasury Bills, Notes and Bonds, and securities issued by the Government National Mortgage Association (Ginnie Mae), and Federal Housing Administration.
- 2. Fully collateralized United States Agency obligations which carry an implied guarantee and the implied full faith and credit of the United States Government. Investments in this category would include, but not be limited to, the following: obligations of the Federal Home Loan Mortgage Corporation (FHLMC) and the Federal National Mortgage Association (FNMA)

3. Other United States Agency obligations which carry an implied guarantee and the implied full faith and credit of the United States Government. Investments in this category would include but not be limited to the following: obligations of the Federal Farm Credit Bank, Federal National Mortgage Association (Fannie Mae), Federal Home Loan Mortgage Corporation (Freddie Mac), Student Loan Marketing Association (Sallie Mae), Financial Assistance Corporation, and Federal Agriculture Mortgage Corporation (Farmer Mac).
4. Permitted investments in the above listed agencies and instrumentalities shall include bonds, debentures, notes, or other evidence of indebtedness issued including mortgage pass-throughs, collateralized mortgage obligations, adjustable rate securities, and adjustable rate mortgages.
5. Interest bearing savings accounts, money market accounts, certificates of deposit, money market certificates, or time deposits constituting direct obligations of any bank or savings and loan association certified as a qualified public depository by the State.
6. Repurchase agreements collateralized by securities otherwise authorized in paragraphs one to five.
7. State of Florida Local Government Surplus Funds Trust Fund.
8. Purchase of Tax Certificates. The City may invest in delinquent tax certificates for property located in Miami Gardens within the following guidelines:
  - a) First year tax certificates must be purchased from the property appraiser's second tax certificate sale each year (18% fixed sale).
  - b) Second year certificates must be from those properties for which the City holds the first year certificate.
  - c) The City shall not purchase any certificate on any property for which there is a current homestead exemption and which is currently occupied.
  - d) City staff shall review all properties from which a tax deed is eligible and shall recommend to City Council those properties that will serve a public purpose through community redevelopment, parks and recreation, public infrastructure, housing assistance potential, revenue generation or other such purpose that City Council may deem appropriate.
  - e) Prior to filing for a tax deed to any property, the City Council must approve by Resolution the acquisition of such property.
9. The City Council of the City of Miami Gardens adopted a policy to incorporate the State of Florida's "Protecting Florida's Investment Act," (Chapter 2007-88, Laws of Florida), prohibiting the investment of public funds managed by the City in any "scrutinized companies" with active business operations in Sudan or Iran, as listed by the State Board of Administration (SBA) on a quarterly basis, in accordance with the provisions of the Act

### **Bid Requirement**

When purchasing or selling securities, the Finance Director, or his designated staff, will obtain competitive bids or offerings from at least three dealers, except in situations where:

1. The security involved is a “new original issue” and can be purchased at par prior to issue date, or “at the window” at date of sale;
2. The security involved is available through direct issue or private placement;
3. The security involved is of particular special interest to the entity and dealer competition could have an adverse impact with respect to the price and availability to the entity.

### **Reporting**

For any investment other than the State Board of Administration (SBA), the Finance Director shall generate monthly reports for management purposes. In addition, he/she shall submit an annual report for submission to the Council, which presents the City’s portfolio by type of investment, book value, income earned, and market value as of the report date.

### **Investment Parameters**

#### **1. Liquidity Requirements**

To meet the day to day operating need of the City and to provide the ready cash to meet unforeseen temporary cash requirements, a liquidity base of approximately two months of anticipated disbursements, excluding bond construction payments made from escrow or trust accounts, will be kept in relatively short term investments. These would include State of Florida Local Government Surplus Funds, Trust Fund, Discount Notes, and Repurchase Agreements.

#### **2. Portfolio Composition; Risk and Diversification**

Prudent investing necessitates that the portfolio be diversified as to instruments and dealers. The following limits are hereby established to serve as guidelines for diversification by instrument. These guidelines may be revised by the City Manager for special circumstances.

- Local Government Surplus Funds Trust Fund 100%
- United States Treasury Bills/Notes/Bonds 75%
- Other United States Government Agencies 75%
- Repurchase Agreements 35%
- Certificates of Deposit 10%
- Collateralized Mortgage Obligations 10%

#### **3. Performance Standard**

The City seeks to optimize return on investments within the constraints of safety and liquidity. The investment portfolio shall be designed with the annual objective of exceeding by 25 basis points above the weighted average return earned on investments held by the State Board of Administration.



## BUDGET POLICY

### Budgetary Practices and Basis of Budgeting

#### Balanced Budget

A budgetary state in which planned expenditures equal anticipated revenues. In Florida, it is a requirement that all governmental operating budgets submitted and approved, must be balanced without borrowing. The basis of budgeting for all governmental funds is on a modified accrual basis, while the enterprise fund is on an accrual basis.

- A. Operating Budget Practices: Each department and division prepares its own budget for review by the City Manager. The budget is approved in the form of an appropriations ordinance after the Mayor and Council have conducted advertised public hearings. The Operating Budget is adopted at the Fund level. During the year, it is the responsibility of the City Manager to administer the budget. The legal control, which the budget ordinance establishes over spending, is set up under Generally Accepted Accounting Principles. The City Manager has the authority to transfer budgeted amounts between Departments within any Fund, but changes in the total appropriations level for any given Fund can only be enacted by the Mayor and Council through an amendment to the current appropriations ordinance, except for prior year encumbrances carried-forward, grants, reimbursements and bond proceeds, which the City Manager may appropriate to the appropriate fund without further Council action.

The City will adopt an annual General Fund budget in which expenditures, net of pay-as-you-go capital project contributions, do not exceed projected revenues. As a management policy, budgetary control is maintained in the General and the Special Revenue Funds at the program level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in overruns of balances are not processed (locked out of the computer system) until sufficient appropriations are made available through approved intrafund transfers.

The City Manager is authorized by the City's adopted purchasing ordinance, to expend certain amounts without further action by City Council. The Manager is authorized to expend up to \$10,000 without bidding; however, the City Manager has established a staff policy that generally requires multiple quotes for such purchases. Authorization to approve purchase orders under this amount has been delegated to the Assistant City Managers. Purchases between \$10,000 and \$25,000 can be authorized by the City Manager subject to the securing of at least three (3) written quotes. Purchases between \$25,000 and \$50,000 can be authorized by the City Manager after a formal, sealed bidding process. Such purchases are reported after the fact to City Council in a monthly report. All purchases over \$50,000 must be approved by City Council.

- B. Basis of Accounting and Budgeting:** The basis for budgeting is the same as the basis for accounting. Budgets for General, Special Revenue, Capital Projects, and Debt Service Funds are adopted on a basis consistent with Generally Accepted Accounting Principles. Accordingly, all Governmental Fund budgets are presented on the modified accrual basis as well as the “current resources measurement focus.” Under this method of accounting, revenue is recorded when susceptible to accrual, such as when measurable and available for the funding of current appropriations. The Governmental Funds are the General Fund, the Special Revenue Funds, the Capital Projects Fund, and the Debt Service Fund. Enterprise Fund budgets are presented on the full accrual basis as well as “the economic resources measurement focus”. Under this method of accounting, revenues are recognized when earned, as billed and unbilled, and expenditures are recorded when incurred. The City has only one Enterprise Fund, the Stormwater Fund. See the Fund Summaries Budget Detail sections for detailed information on the Fund descriptions.
- C. Capital Improvements Program Practices:** Along with the operating budget, the City Manager submits a Capital Improvements Program (CIP) to the Mayor and Council. This document provides for improvements to the City's public facilities for the ensuing fiscal year and five years thereafter. The first year of the plan establishes a capital budget for the new fiscal year. The remaining five years serve as a guide for use in determining probable future debt issuance needs and operating cost impacts. The Capital Budget is adopted at the Fund level. CIP expenditures are accounted for in the Capital Projects Fund or the Enterprise Funds, as appropriate, and are funded by a variety of sources. The City strives to maintain a reasonable balance between "pay-as-you-go" financing and bond financing for its capital improvements in order to maintain debt within prudent limits.

In July 2020, the City received ratings A1 from Moody's, and A+ Stable from Standard & Poor for the issuance of the General Obligation Bond.

### **Other Budget Policies**

1. Formal budgetary integration is employed as a management control device during the year for all funds.
2. All fund budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP).
3. Florida Statutes provide that expenditures in excess of those total fund budgets are unlawful.
4. Unused appropriations lapse at the end of each fiscal year. Such unexpended funds may be retained in the appropriate fund's reserve or budgeted for the subsequent fiscal year.
5. The City has chosen to implement GASB 45 through a combination of pay-as-you-go and trust reserve. For those amounts accruing for implied future costs, the City's policy is to fund these expenses as it always has, on a yearly, pay-as-you-go budget basis. The City's health insurance premiums are highly competitive with other cities and the addition of future retirees is not expected to have more than an incremental affect on this budgetary item.

As for those future costs associated with the City's own post-retirement benefits, there will be a direct expense of the City, thus the City has elected to establish a trust for these future expenditures.



## BUDGET AMENDMENTS

### **Budget Amendments**

The City adopts the annual budget at the Fund level. Budget amendments are required when it is necessary to move funds between budgeted funds, to create new funds, or to appropriate funds from fund balance. Generally, budget amendments are done once or twice each year.

### **Internal Budget Adjustments (Budget Transfers)**

#### **General**

Budget transfers are designed to give the City Manager a degree of flexibility in his/her budgetary administration. They may generally be approved for one of four reasons. First, a budgetary mistake may have been made in the approved budget. Because the budget cycle must begin so early in the year, it is very easy to overlook certain items which should have been included, or to over and/or underestimate the expenses or need for certain other items. A second reason for which transfers should be approved is emergency purchases. In many instances, equipment, supply, or maintenance costs must be incurred at a higher level than could have been anticipated due to a breakdown of equipment, the assumption of a new service, or unusually large contract prices.

A third reason for an amendment is an avoidance of future cost increases. Such opportunities often arise when a certain product or service can be purchased at a certain time rather than putting off the purchase until a later date.

Finally, a municipal organization needs to be dynamic to respond to change. Often this requires moving funds from one area to another.

Budget adjustments exist for very specific reasons, as noted above and should not be used to balance an organization's budget each month. Operating within one's available budgetary resources is a managerial responsibility, and one which should be taken very seriously. While the approved budget is only a plan and can be changed as circumstances change; it should be adhered to as closely as possible. The budget should contain a reasonable working capital reserve account in each Fund to meet unexpected needs.

When needs are less than originally anticipated or should prices come in lower than budgeted, excess funds should accrue as savings to the City. They should not be considered as available dollars for additional expenditures beyond the appropriation level contained in the approved budget without specific justification. These accrued savings become fund balance reserve or cash forwarded into the next year's budget; a valuable revenue in maintaining service levels and avoiding tax rate increases. The more that can be accrued in one year, the easier the budget process will be the next year.

Capital equipment item funds are budgeted for in the annual budget; however, as needs change, individual items are not specifically approved in the budget. Additional capital equipment needs can be purchased if funds are available. First, if the amount does not exceed \$10,000, and if the requesting party has the funds available, then the Department Head can approve the purchase. If the individual item or systems exceed \$10,000 but do not exceed \$50,000, and if the requesting party has funds available, then the City Manager can approve the purchase after following approved purchasing procedures. Individual items or systems over \$50,000 require City Council approval with justification of fund availability whether from the adopted budget or the appropriate reserve.

**Encumbrances**

Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of resources are recorded in order to reserve that portion of the applicable appropriation, is utilized in the governmental funds.

**Policies**

1. The City Manager is authorized to make budgetary transfers, limited to line item allocations within a single fund, including apportioning budgets within funds to line items in the Chart of Accounts for the City. Said authority includes the authority to correct inter- programmatic budgeting and accounting allocations. The budgetary level of control is at the fund level.
2. The City Manager has the authority to adjust the adopted budget to correct scrivener's errors.
3. A receipt of revenue from a source not anticipated in the budget and received for a particular purpose including, but not limited to, grants, donations, gifts, or reimbursement for damages, may be appropriated by the City Manager and expenditures provided for in the budget.
4. The City Manager is hereby authorized to create a suspension reserve account in each fund and, further, authorized to transfer funds across appropriation centers into said accounts.

## ACCOUNTING, AUDITING AND FINANCIAL REPORTING

1. The City's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles (GAAP) and the standards set by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
2. An independent public accounting firm will perform an annual audit. The auditor's opinion will be included with the City's published Comprehensive Annual Financial Report (CAFR).
3. The City's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial reporting program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, provide full Disclosure of all financial activities and related matters, and minimize ambiguities and potentials for misleading inference.
4. The City's budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends, and resources.
5. The Finance Department will also prepare, in conjunction with the release of the CAFR, the "Popular Annual Financial Report" which is a condensed and easy to read version of the annual CAFR. This document will be provided to residents so that they can easily understand how the City is using their funds. This document will also be submitted to the GFOA committee in order to receive their award.
6. Financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.
7. Monthly budget reports shall be prepared and presented to the City Council on a timely basis.
8. The Finance Department will also prepare, in conjunction with the release of the CAFR, an annual "Financial Trends Report" and presented to the City Council on a timely basis.

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# Summary of Funds

Summary of All Funds Consolidated Budget Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE - ALL FUNDS</b>	<b>\$11,640,395</b>
REVENUES - ALL FUNDS	
Property Taxes	\$42,423,014
Franchise Fees	\$4,935,000
Intergovernmental Revenue	\$20,151,777
Utility Taxes	\$10,810,861
Fuel Taxes	\$2,132,724
Fines and Forfeitures	\$4,186,395
Licenses, Permits & Fees	\$6,142,492
Charges for Services	\$13,619,315
Grants and Loans	\$1,164,949
Miscellaneous	\$4,148,340
Interfund Transfers	\$15,826,727
<b>TOTAL REVENUES - ALL FUNDS</b>	<b>\$125,541,594</b>
<b>TOTAL RESOURCES AVAILABLE - ALL FUNDS</b>	<b>\$137,181,989</b>
EXPENDITURES - ALL FUNDS	
Operating Expenditures	
Personnel Services	\$65,965,568
Operating Expenses	\$25,180,902
Debt Service Payment	\$11,878,664
Interfund Transfers	\$15,826,725
Non-Operating Expenses	\$7,168,457
<b>Total Operating Expenditures - All Funds</b>	<b>\$126,020,316</b>
Capital Outlay	\$11,161,673
<b>TOTAL EXPENDITURES - ALL FUNDS</b>	<b>\$137,181,989</b>
<b>TOTAL REVENUE OVER EXPENDITURES</b>	<b>\$0</b>



Summary of Funds General Fund Budget Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$0</b>
REVENUES - GENERAL FUND	
Property Taxes	\$38,462,746
Franchise Fees	\$4,935,000
Intergovernmental Revenue	\$13,035,179
Utility Taxes	\$10,810,861
Fines and Forfeitures	\$4,183,595
Licenses, Permits & Fees	\$2,780,500
Charges for Services	\$7,677,347
Grants & Loans	\$64,971
Miscellaneous	\$3,121,647
Interfund Transfers	\$1,696,668
<b>TOTAL REVENUES</b>	<b>\$86,768,514</b>
<b>TOTAL RESOURCES AVAILABLE - GENERAL FUND</b>	<b>\$86,768,514</b>
EXPENDITURES - GENERAL FUND	
Council/Legislative	\$1,537,103
Civic Engagement	\$358,227
City Manager	\$1,485,122
Public Affairs	\$934,097
Special Events	\$3,887,500
City Clerk	\$643,571
Finance	\$1,377,122
Human Resources	\$1,305,828
City Attorney	\$1,060,280
Planning Division	\$935,513
School Crossing Guards	\$547,496
Police	\$41,804,518
Code Enforcement	\$1,811,189
Parks & Recreation	\$9,634,705
Purchasing	\$551,626
Information Technology	\$2,911,883
Fleet	\$2,875,372
City Hall Maintenance	\$808,299
Non-Departmental	\$12,299,063
<b>TOTAL EXPENDITURES</b>	<b>\$86,768,514</b>
<b>TOTAL REVENUE OVER EXPENDITURES GENERAL FUND</b>	<b>\$0</b>

Summary of Funds	
Transportation Fund Budget Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$3,630,162</b>
REVENUES - TRANSPORTATION FUND	
Fuel Taxes	\$2,132,724
Intergovernmental Revenue	\$5,525,501
Fines and Forfeitures	\$2,800
Licenses, Permits & Fees	\$202,000
Charges for Services	\$30,000
Miscellaneous Revenues	\$64,900
Interfund Transfers	\$221,741
<b>TOTAL REVENUES</b>	<b>\$8,179,666</b>
<b>TOTAL RESOURCES AVAILABLE - TRANSPORTATION FUND</b>	<b>\$11,809,828</b>
EXPENDITURES - TRANSPORTATION FUND	
Administration Division	\$1,887,611
Keep Miami Gardens Beautiful Division	\$235,023
Streets Division	\$2,324,236
CITT - Capital Improvements	\$5,833,221
CITT - Transit	\$1,529,737
<b>TOTAL EXPENDITURES</b>	<b>\$11,809,828</b>
<b>TOTAL REVENUE OVER EXPENDITURES TRANSPORTATION FUND</b>	<b>\$0</b>

Summary of Funds Grant Fund Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$0</b>
REVENUES - GRANT FUND	
CDC Reach Rise Grant	\$692,588
Children's Trust Grant	\$407,390
<b>TOTAL REVENUES</b>	<b>\$1,099,978</b>
<b>TOTAL FUNDS AVAILABLE - GRANT FUND</b>	<b>\$1,099,978</b>
EXPENDITURES - GRANT FUND	
CDC Reach Rise	\$692,588
Children's Trust - YAS	\$282,150
Children's Trust - YEN	\$125,240
<b>TOTAL EXPENDITURES</b>	<b>\$1,099,978</b>
<b>TOTAL REVENUE OVER EXPENDITURES GRANT FUND</b>	<b>\$0</b>

Summary of Funds Development Services Fund Budget Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$1,223,926</b>
REVENUES - DEVELOPMENT SERVICES FUND	
Licenses, Permits & Fees	\$2,385,832
Charges for Services	\$358,978
Miscellaneous Revenues	\$11,759
<b>TOTAL REVENUES</b>	<b>\$2,756,569</b>
<b>TOTAL FUNDS AVAILABLE - DEVELOPMENT SERVICES FUND</b>	<b>\$3,980,495</b>
EXPENDITURES - DEVELOPMENT SERVICES FUND	
Building Department	\$3,980,495
<b>TOTAL EXPENDITURES</b>	<b>\$3,980,495</b>
<b>TOTAL REVENUE OVER EXPENDITURES DEVELOPMENT SERVICES FUND</b>	<b>\$0</b>

Summary of Funds Impact Fees Fund Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$4,687,984</b>
<b>TOTAL FUNDS AVAILABLE - DEBT SERVICE FUND</b>	<b>\$4,687,984</b>
EXPENDITURES - IMPACT FEES FUND	
Open Space/Parks Impact Fees	\$3,279,598
Police Impact Fees	\$1,260,079
Admin. Impact Fees	\$148,307
<b>TOTAL EXPENDITURES</b>	<b>\$4,687,984</b>
<b>TOTAL REVENUE OVER EXPENDITURES DEBT SERVICE FUND</b>	<b>\$0</b>

Summary of Funds SHIP Fund Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$0</b>
REVENUES - SHIP FUND	
State Housing Initiative Program Revenue	\$479,887
<b>TOTAL REVENUES</b>	<b>\$479,887</b>
<b>TOTAL FUNDS AVAILABLE - SHIP FUND</b>	<b>\$479,887</b>
EXPENDITURES - SHIP FUND	
State Housing Initiative Program	\$479,887
<b>TOTAL EXPENDITURES</b>	<b>\$479,887</b>
<b>TOTAL REVENUE OVER EXPENDITURES SHIP FUND</b>	<b>\$0</b>

Summary of Funds CDBG Fund Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$0</b>
REVENUES - CDBG FUND	
Community Development Block Grant Revenue	\$1,111,210
<b>TOTAL REVENUES</b>	<b>\$1,111,210</b>
<b>TOTAL FUNDS AVAILABLE - CDBG FUND</b>	<b>\$1,111,210</b>
EXPENDITURES - CDBG FUND	
Community Development Block Grant Program	\$1,111,210
<b>TOTAL EXPENDITURES</b>	<b>\$1,111,210</b>
<b>TOTAL REVENUE OVER EXPENDITURES CDBG FUND</b>	<b>\$0</b>

Summary of Funds Special Taxing Districts Fund Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$0</b>
REVENUES - SPECIAL REVENUE FUND	
Special Lighting Districts Revenue	\$739,160
<b>TOTAL REVENUES</b>	<b>\$739,160</b>
<b>TOTAL FUNDS AVAILABLE - SPECIAL LIGHTING FUND</b>	<b>\$739,160</b>
EXPENDITURES - SPECIAL REVENUE FUND	
Special Lighting Districts Expenditures	\$739,160
<b>TOTAL EXPENDITURES</b>	<b>\$739,160</b>
<b>TOTAL REVENUE OVER EXPENDITURES SPECIAL TAXING DISTRICT FUND</b>	<b>\$0</b>



Summary of Funds	
Debt Service Fund Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$0</b>
REVENUES - DEBT SERVICE FUND	
Ad Valorem Taxes	\$3,960,268
Transfers In	\$7,286,065
<b>TOTAL REVENUES</b>	<b>\$11,246,333</b>
<b>TOTAL FUNDS AVAILABLE - DEBT SERVICE FUND</b>	<b>\$11,246,333</b>
EXPENDITURES - DEBT SERVICE FUND	
Principal and Interest Payments	\$11,246,333
<b>TOTAL EXPENDITURES</b>	<b>\$11,246,333</b>
<b>TOTAL REVENUE OVER EXPENDITURES DEBT SERVICE FUND</b>	<b>\$0</b>

Summary of Funds Capital Projects Fund Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$0</b>
REVENUES - CIP FUND	
From General Fund	\$6,622,253
Build America Bonds Rebate	\$925,034
<b>TOTAL REVENUES</b>	<b>\$7,547,287</b>
<b>TOTAL FUNDS AVAILABLE - CAPITAL PROJECTS FUND</b>	<b>\$7,547,287</b>
EXPENDITURES - CIP FUND	
Capital Projects Operations	\$6,543,787
Capital Projects	\$3,500
Reserves	\$1,000,000
<b>TOTAL EXPENDITURES</b>	<b>\$7,547,287</b>
<b>TOTAL REVENUE OVER EXPENDITURES CAPITAL PROJECTS FUND</b>	<b>\$0</b>

Summary of Funds Stormwater Fund Summary FY 2022	
DESCRIPTION	FY 2022 Budget
<b>RE-APPROPRIATE FUND BALANCE</b>	<b>\$2,098,323</b>
REVENUES - STORMWATER FUND	
Charges for Services	\$5,552,990
Licenses, Permits & Fees	\$35,000
Miscellaneous Revenues	\$25,000
<b>TOTAL REVENUES</b>	<b>\$5,612,990</b>
<b>TOTAL FUNDS AVAILABLE - STORMWATER FUND</b>	<b>\$7,711,313</b>
EXPENDITURES - STORMWATER FUND	
Stormwater Operating Division	\$3,048,044
Engineering Services Division	\$4,663,269
<b>TOTAL EXPENDITURES</b>	<b>\$7,711,313</b>
<b>TOTAL REVENUE OVER EXPENDITURES STORMWATER FUND</b>	<b>\$0</b>



# Two Year Summary Comparison

## ALL FUNDS SUMMARY WITH YEAR-TO-YEAR CHANGES BY REVENUE SOURCE

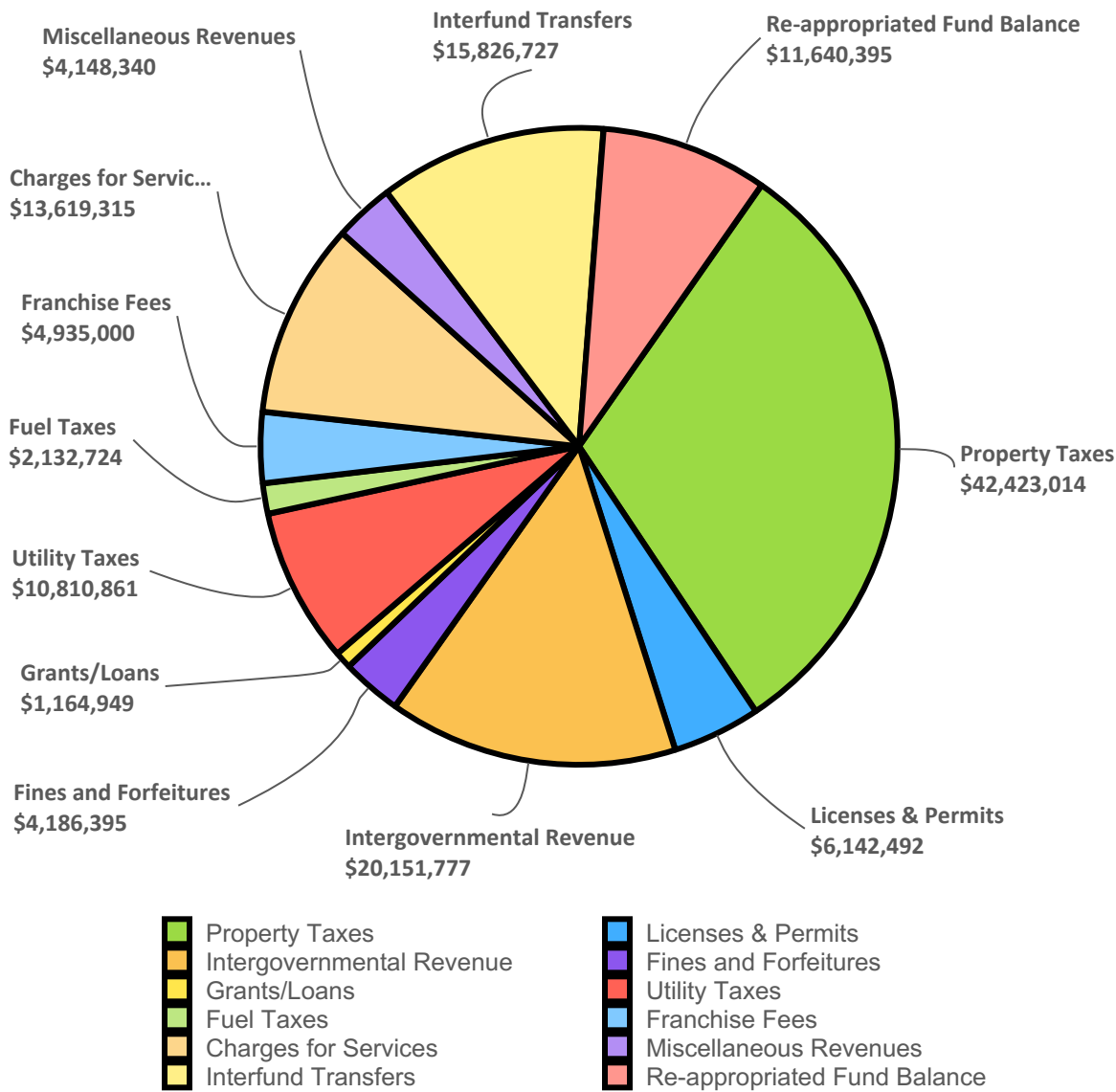
This table offers an overview of all major operating revenues that comprise the City's financial accounting system. The summary below shows all funds.

All Funds Summary with Year-to-Year Changes by Revenue Source				
ALL FUNDS REVENUES	BUDGET FY 2021	BUDGET FY 2022	% Change	
Property Taxes	\$39,941,985	\$42,423,014	6.2%	(1)
Franchise Fees	\$4,146,062	\$4,935,000	19.0%	(2)
Intergovernmental Revenue	\$16,307,158	\$20,151,777	23.6%	(3)
Utility Taxes	\$10,682,676	\$10,810,861	1.2%	
Fuel Taxes	\$2,089,838	\$2,132,724	2.1%	
Fines and Forfeitures	\$4,620,750	\$4,186,395	-9.4%	
Licenses & Permits	\$6,026,744	\$6,142,492	1.9%	
Charges for Services	\$12,479,692	\$13,619,315	9.1%	(4)
Grants/Loans	\$1,789,376	\$1,164,949	-34.9%	
Miscellaneous Revenues	\$3,036,057	\$4,148,340	36.6%	
Interfund Transfers	\$15,922,860	\$15,826,727	-0.6%	
Re-appropriated Fund Balance	\$13,953,076	\$11,640,395	-16.6%	
TOTAL OPERATING REVENUES	\$130,996,274	\$137,181,989	4.7%	

### CHART NOTES

- (1) Increase is attributed to growth in the City's taxable value
- (2) Attributed to increase in Electric Franchise Fees revenues
- (3) Revenues received from the State are anticipated to increase to pre-Covid-19 pandemic levels
- (4) Revenues are anticipated to increase to pre-Covid-19 pandemic levels given the reopening of community centers as well as reinstatement of special events

FUND REVENUES AS A PERCENTAGE OF TOTAL CITY REVENUE



## ALL FUNDS SUMMARY WITH YEAR-TO-YEAR CHANGES BY EXPENDITURE CLASS

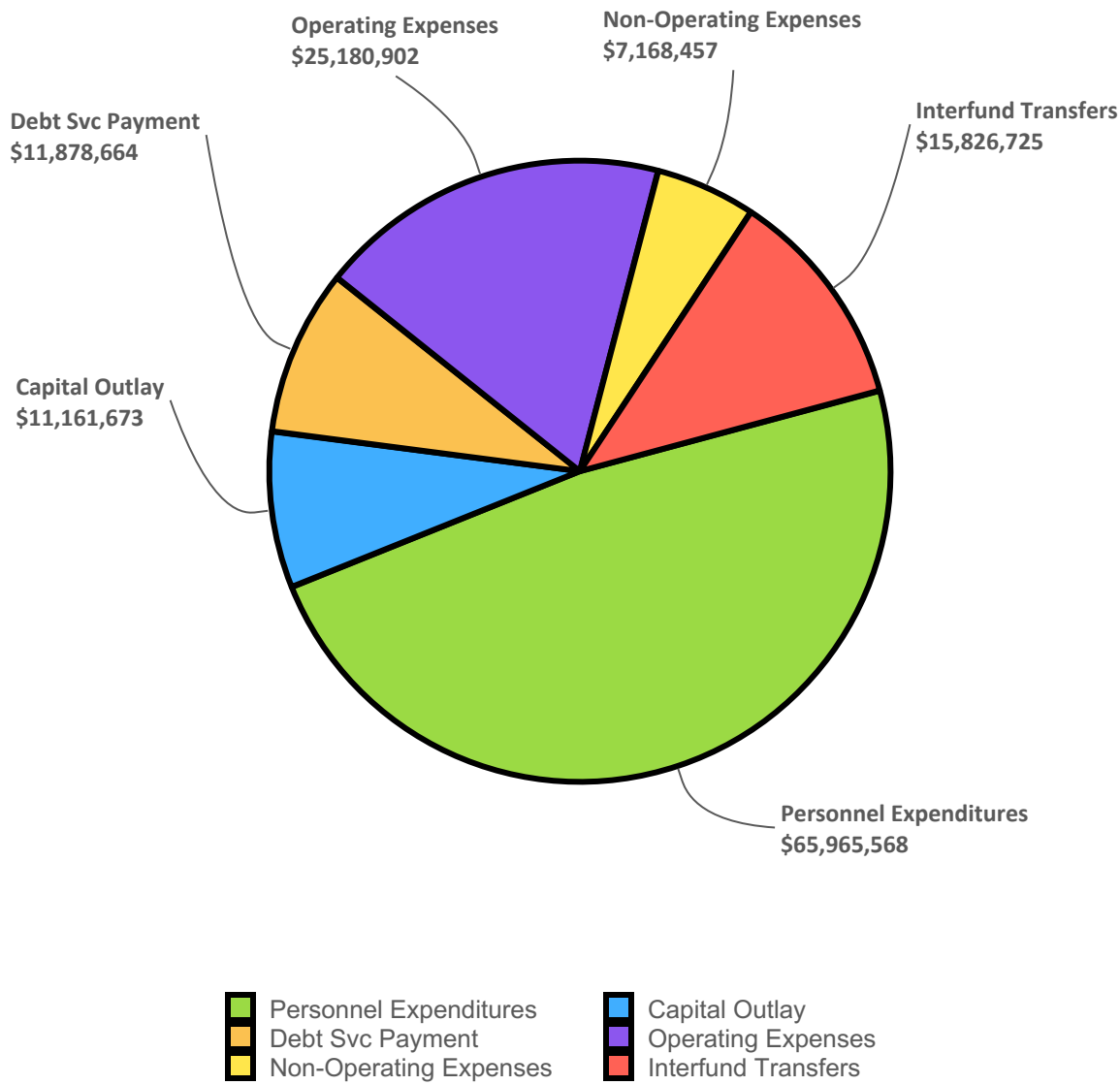
This table offers an overview of all operating expenditures for each class of expenditure that comprises the City's financial accounting system. The system consists of various funds: The General Fund, the Transportation Fund, The Development Services Fund, The Community Development Block Grant Fund, The Capital Projects Fund, The Stormwater Utility Fund, The Grants Fund, The Special Taxing Districts Fund and the Debt Service Fund.

All Funds Summary with Year-to-Year Changes by Expenditure Class				
ALL FUNDS EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	% CHANGE	
Personnel Expenditures	\$61,329,139	\$65,965,568	7.6%	(1)
Operating Expenses	\$22,369,986	\$25,180,902	12.6%	(2)
Debt Service Payment	\$11,925,147	\$11,878,664	-0.4%	
Capital Outlay	\$12,169,372	\$11,161,673	-8.3%	(3)
Interfund Transfers	\$14,234,229	\$15,826,725	11.2%	
Non-Operating Expenses	\$8,968,401	\$7,168,457	-20.1%	
TOTAL OPERATING REVENUES	\$130,996,274	\$137,181,989	4.7%	

### CHART NOTES

- (1) Reflects a 4% increase in salary adjustment and a 4.88% increase in health benefits
- (2) Increase due overall increase in operating expenses.
- (3) Decrease in capital projects scheduled for Stormwater and Transportation

ALL FUNDS EXPENDITURE BY EXPENDITURE CLASS





## ALL FUNDS EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES BY DEPARTMENT

This table offers an overview of all operating expenditures by each operating department within the City's financial accounting system.

All Funds Expenditures by Department with Year-to-Year Changes			
ALL FUNDS EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	% CHANGE
Council/Legislative	\$1,358,428	\$1,537,103	13.2%
Civic Engagement	\$319,056	\$358,227	12.3%
City Manager	\$1,398,319	\$1,485,122	6.2%
Public Affairs	\$869,836	\$934,097	7.4%
Special Events	\$3,436,000	\$3,887,500	13.1%
City Clerk	\$607,484	\$643,571	5.9%
Finance	\$1,322,370	\$1,377,122	4.1%
Human Resources	\$1,216,942	\$1,305,828	7.3%
City Attorney	\$988,454	\$1,060,280	7.3%
Public Safety	\$39,463,707	\$42,352,013	7.3%
Code Enforcement	\$1,759,275	\$1,811,189	3.0%
Parks & Recreation	\$8,398,594	\$9,634,705	14.7%
General Services	\$6,229,912	\$7,147,180	14.7%
Non-Departmental	\$11,975,865	\$12,299,063	2.7%
Public Works	\$11,639,116	\$11,809,828	1.5%
Planning & Zoning	\$792,712	\$935,513	18.0%
Building Services	\$4,833,548	\$3,980,495	-17.6%
Debt Service	\$11,292,717	\$11,246,333	-0.4%
Grants Fund	\$1,664,405	\$1,099,978	-33.9%
SHIP Fund	\$105,402	\$479,887	355.3%
Community Dev Block Grant	\$1,198,586	\$1,111,210	-7.3%
Special Taxing District	\$724,493	\$739,160	2.0%
Capital Projects Fund	\$7,191,285	\$7,547,287	5.0%
Stormwater Utility Fund	\$7,546,520	\$7,711,313	2.2%
Impact Fees Fund	\$4,663,248	\$4,687,984	0.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$130,996,274</b>	<b>\$137,181,989</b>	<b>4.7%</b>

(1)

(2)

(3)

(4)

(5)

**CHART NOTES**

- (1) Increase in funding for FY22 signature special events such as Jazz in the Gardens
- (2) Increase attributed to funding for the operation of new facilities
- (3) Increase in cost for general, auto and property insurance
- (4) A repayment to General Fund was completed in FY21
- (5) Decrease in funds allocated to reserves for various capital projects

## GENERAL FUND: REVENUE SUMMARY AND YEAR-TO-YEAR CHANGES

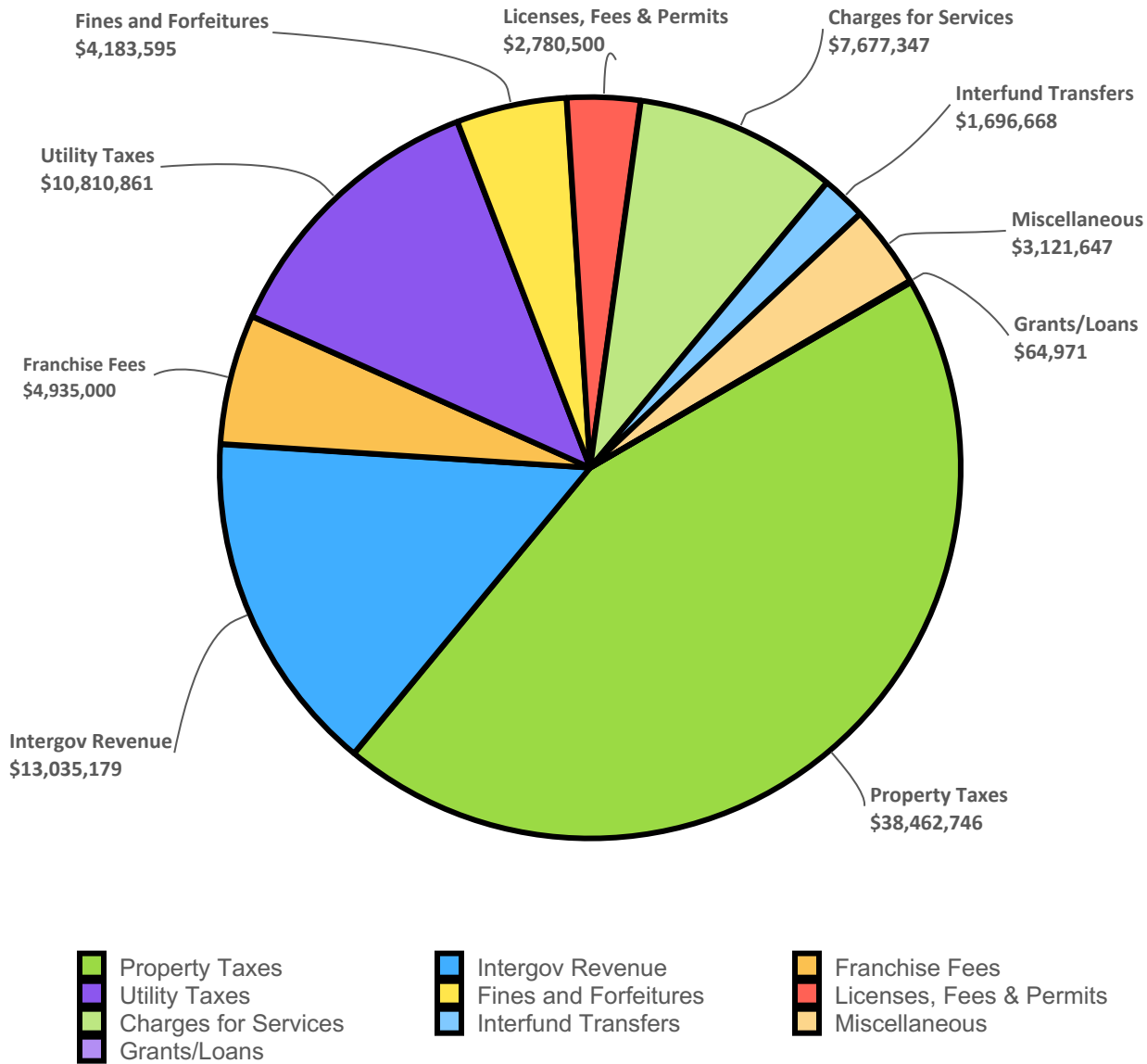
This table offers an overview of the General Fund's revenues. The General Fund is the principal accounting entity for the City operating departments.

General Fund Revenues by Type with Year-to-Year Changes				
REVENUES	BUDGET FY 2021	BUDGET FY 2022	% CHANGE	
Property Taxes	\$35,978,905	\$38,462,746	6.9%	(1)
Franchise Fees	\$4,146,062	\$4,935,000	19.0%	(2)
Intergovernmental Revenue	\$10,056,415	\$13,035,179	29.6%	(3)
Utility Taxes	\$10,682,676	\$10,810,861	1.2%	
Fines and Forfeitures	\$4,617,950	\$4,183,595	-9.4%	
Licenses, Fees & Permits	\$2,775,500	\$2,780,500	0.2%	
Charges for Services	\$6,915,166	\$7,677,347	11.0%	
Grants/Loans	\$124,971	\$64,971	-48.0%	
Miscellaneous	\$1,864,884	\$3,121,647	67.4%	
Interfund Transfers	\$2,974,425	\$1,696,668	-43.0%	(4)
TOTAL OPERATING REVENUES	\$80,136,954	\$86,768,514	8.3%	

### CHART NOTES

- (1) Increase is attributed to 7.1% growth in taxable value for FY 2022
- (2) Increase in estimate for Electric Franchise fees
- (3) Increase in anticipated revenue to reflect pre-Covid-19 pandemic levels
- (4) Decrease is attributed to repayment of funds from the Development Services Fund being completed in FY21

GENERAL FUND REVENUES BY SOURCE



## GENERAL FUND: EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

This table offers an overview of the General Fund's expenditures. The General Fund is the principal accounting entity for the City operating departments.

General Fund Expenditures by Division with Year-to-Year Changes			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	% CHANGE
Council/Legislative	\$1,358,428	\$1,537,103	13.2%
Civic Engagement	\$319,056	\$358,227	12.3%
City Manager	\$1,398,319	\$1,485,122	6.2%
Public Affairs	\$869,836	\$934,097	7.4%
Special Events	\$3,436,000	\$3,887,500	13.1%
City Clerk	\$607,484	\$643,571	5.9%
Finance	\$1,322,370	\$1,377,122	4.1%
Human Resources	\$1,216,942	\$1,305,828	7.3%
City Attorney	\$988,454	\$1,060,280	7.3%
Planning & Zoning	\$792,712	\$935,513	18.0%
Public Safety	\$39,463,707	\$42,352,013	7.3%
Code Enforcement	\$1,759,275	\$1,811,189	3.0%
Parks & Recreation	\$8,398,594	\$9,634,705	14.7%
Gen. Services (IT, Fleet, Purchasing & CH Maintenance)	\$6,229,912	\$7,147,180	14.7%
Non-Departmental	\$11,975,865	\$12,299,063	2.7%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$80,136,954</b>	<b>\$86,768,514</b>	<b>8.3%</b>

### CHART NOTES

- (1) Increase in funding for FY22 signature special events such as Jazz in the Gardens
- (2) Addition of a new position (Environmental Permit Coordinator)
- (3) Addition of new positions (4 Telecommunicator Trainees; 1 Accreditation Manager; and 4 Sergeants)
- (4) Reflects funding for new Senior Family Center facility

## TRANSPORTATION FUND: REVENUE SUMMARY AND YEAR-TO-YEAR CHANGES

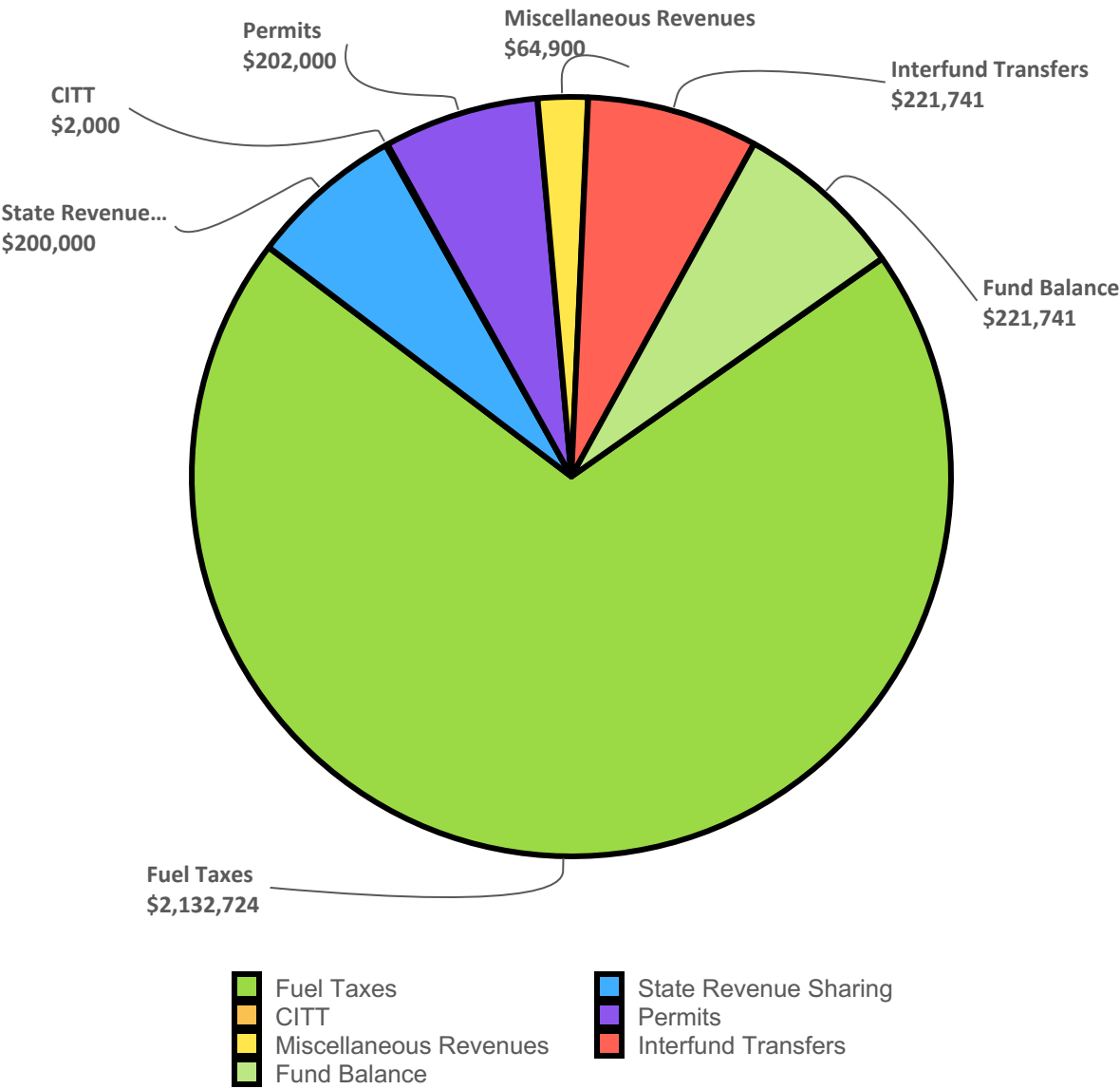
This table offers an overview of all Transportation Fund revenues. The Transportation fund accounts for expenditures having to do with the City's transportation network including transit, roads, and right-of-way and associated expenditures.

Transportation Fund Revenues by Source with Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
Fuel Taxes	\$2,089,838	\$2,132,724	2.1%
License, Fees & Payments	\$102,000	\$202,000	98.0% (1)
Intergovernment Revenues	\$5,046,765	\$5,525,501	9.5% (2)
Charges For Services	\$25,000	\$30,000	20.0%
Fines and Forfeitures	\$2,800	\$2,800	0.0%
Miscellaneous Revenues	\$114,900	\$64,900	-43.5% (3)
Interfund Transfers	\$215,282	\$221,741	3.0%
Fund Balance	\$4,042,531	\$3,630,162	-10.2%
<b>TOTAL OPERATING REVENUES</b>	<b>\$11,639,116</b>	<b>\$11,809,828</b>	<b>1.5%</b>

### CHART NOTES

- (1) Reflects increase in building permits revenues
- (2) Reflects increase in State Shared revenues
- (3) Attributed to projected decrease in interest revenues

TRANSPORTATION FUND REVENUES BY SOURCE



## TRANSPORTATION FUND: EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

This table offers an overview of all Transportation Fund expenditures. The Transportation fund accounts for expenditures having to do with the City's transportation network including transit, roads, and right-of-way and associated areas.

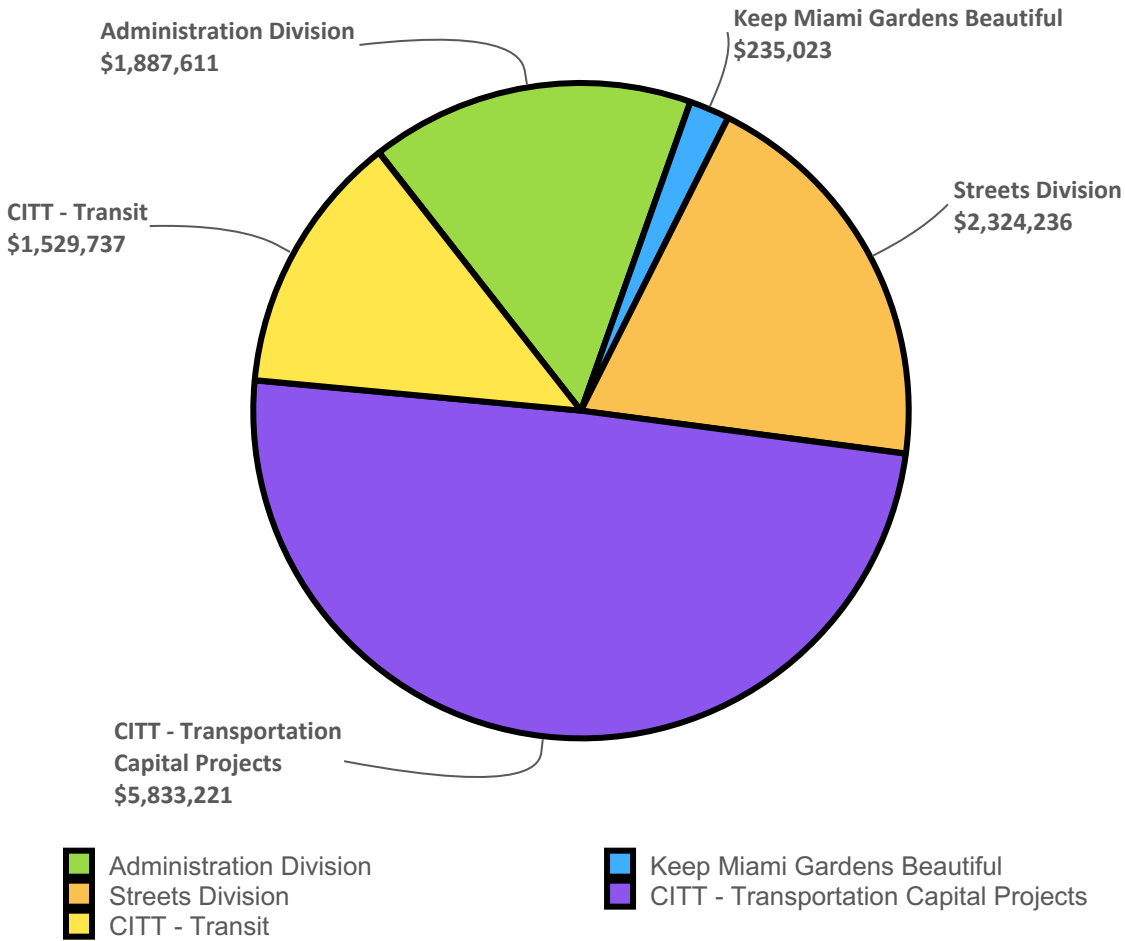
Transportation Fund Expenditures by Division with Year-to-Year Changes			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	% CHANGE
Administration Division	\$1,478,766	\$1,887,611	27.6%
Keep Miami Gardens Beautiful	\$214,091	\$235,023	9.8%
Streets Division	\$1,981,188	\$2,324,236	17.3%
CITT - Transportation Capital Projects	\$6,507,324	\$5,833,221	-10.4%
CITT - Transit	\$1,457,747	\$1,529,737	4.9%
TOTAL OPERATING EXPENDITURES	\$11,639,116	\$11,809,828	1.5%

### CHART NOTES

- (1) Attributed to increase in transfer to General Fund based on updated cost allocation calculations
- (2) Increased funding for operational supplies
- (3) Reflects decreased expenditures for infrastructure improvements, pavement management project, and sidewalk projects



TRANSPORTATION FUND EXPENDITURES BY DIVISION



## GRANT FUND – REVENUE & EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

The Grant Fund accounts for those revenues and expenditures that are funded by various Federal, State and Local grants.

This tables below offers an overview of the Grant Fund's Revenues and Expenditures.

Grant Fund Revenues by Source with Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
CDC Reach Rise Grant	\$692,588	\$692,588	—%
Children's Trust Grant	\$407,390	\$407,390	—%
Police Grants - UASI	\$508,026	\$0	(100.0)%
Police Grants - Byrne	\$56,401	\$0	(100.0)%
<b>TOTAL OPERATING REVENUES</b>	<b>\$1,664,405</b>	<b>\$1,099,978</b>	<b>-33.9%</b>

Grant Fund Expenditures by Division			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	
CDC Reach Rise	\$692,588	\$692,588	—%
Children's Trust - YAS	\$282,150	\$282,150	—%
Children's Trust - YEN	\$125,240	\$125,240	—%
Police Grants - UASI	\$508,026	\$0	(100.0)%
Police Grants - Byrne	\$56,401	\$0	(100.0)%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,664,405</b>	<b>\$1,099,978</b>	<b>(33.9)%</b>

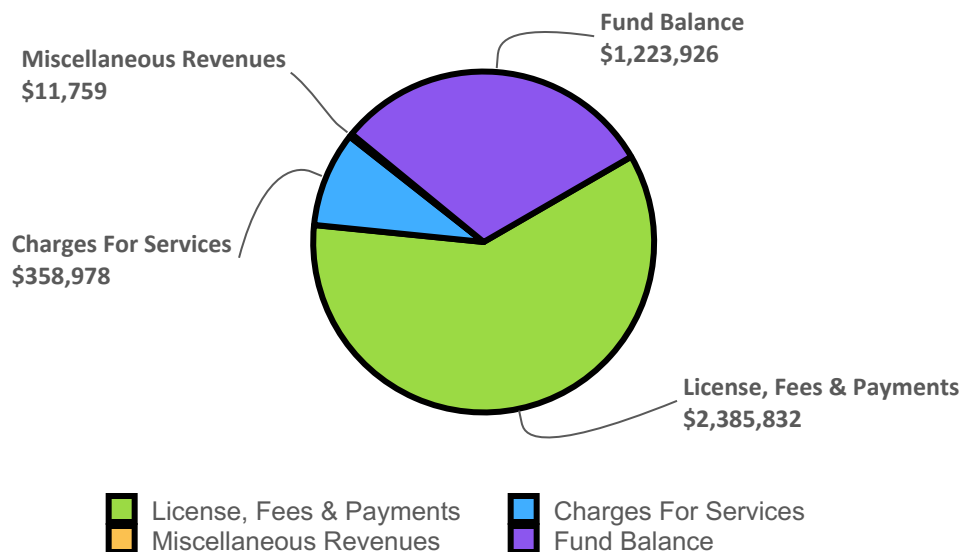
## DEVELOPMENT SERVICES FUND: REVENUE SUMMARY AND YEAR-TO-YEAR CHANGES

This table offers an overview of the Development Services Fund's Revenues. This fund accounts for those revenues and expenditures that involve the physical development of land in the City.

Development Services Fund Revenues by Source with Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
License, Fees & Payments	\$2,389,751	\$2,385,832	-0.2% (1)
Charges For Services	\$359,410	\$358,978	-0.1%
Miscellaneous Revenues	\$11,759	\$11,759	—%
Fund Balance	\$2,072,628	\$1,223,926	-40.9% (2)
<b>TOTAL OPERATING REVENUES</b>	<b>\$4,833,548</b>	<b>\$3,980,495</b>	<b>-17.6%</b>

### CHART NOTES

- (1) Conservative projections on building activities for FY 2022
- (2) Use of fund balance to offset operational expenses



## DEVELOPMENT SERVICES FUND: EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

This table offers an overview of the Development Services Fund's Expenditures. This fund accounts for those revenues and expenditures that involve the physical development of land in the City to include planning and construction.

Development Services Fund Expenditures by Division			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	% CHANGE
Building Services	\$4,833,548	\$3,980,495	(17.6)%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$4,833,548</b>	<b>\$3,980,495</b>	<b>(17.6)%</b>

(1)

### CHART NOTES

- (1) Reimbursement to the General Fund for operating funds provided in previous years was completed in FY22

## IMPACT FEE FUND – REVENUE & EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

The Impact Fee Fund accounts for fees that are charged on new land development and also on the expansion, replacement or change of use of existing land uses. These fees are designed to capture a portion of the cost of providing the capital infrastructure needed to integrate the development into the existing community.

This tables below offers an overview of the Impact Fees Fund’s Revenues and Expenditures.

Impact Fee Fund Revenues by Source with Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
Fund Balance	\$4,663,248	\$4,687,984	0.5%
<b>TOTAL OPERATING REVENUES</b>	<b>\$4,663,248</b>	<b>\$4,687,984</b>	<b>0.5%</b>

Impact Fees Fund Expenditures by Division			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	
Open Space/Parks Impact Fees	\$3,277,759	\$3,279,598	0.1%
Police Impact Fees	\$1,237,183	\$1,260,079	1.9%
Admin. Impact Fees	\$148,306	\$148,307	—%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$4,663,248</b>	<b>\$4,687,984</b>	<b>0.5%</b>

## SHIP FUND – REVENUE & EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

The State Housing Initiatives Partnership program (SHIP) Fund accounts for state grant funding provided by Florida Housing. The program provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.

This tables below offers an overview of the SHIP Fund’s Revenues and Expenditures.

SHIP Fund Revenues by Source Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
Intergovernment Revenues	\$105,402	\$479,887	355.3%
<b>TOTAL OPERATING REVENUES</b>	<b>\$105,402</b>	<b>\$479,887</b>	<b>355.3%</b>

SHIP Fund Expenditures by Division Year-to-Year Changes			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	
State Housing Initiative Program	\$105,402	\$479,887	355.3%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$105,402</b>	<b>\$479,887</b>	<b>355.3%</b>

## CDBG FUND – REVENUE & EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

The Community Development Block Grant (CDBG) Fund accounts for federal grant funding provided by the the U.S. Department of Housing and Urban Development (HUD). The goal of the funding is to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

This tables below offers an overview of the CDBG Fund’s Revenues and Expenditures.

CDBG Fund Revenues by Source Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
Intergovernment Revenues	\$1,098,576	\$1,111,210	1.2%
Fund Balance	\$100,010	\$0	(100.0)%
<b>TOTAL OPERATING REVENUES</b>	<b>\$1,198,586</b>	<b>\$1,111,210</b>	<b>-7.3%</b>

CDBG Fund Expenditures by Division Year-to-Year Changes			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	
Administrative and Programming	\$1,086,694	\$1,111,210	2.3%
HUD - Neighborhood Stabilization	\$80,356	\$0	(100.0)%
Direct Services Program	\$31,536	\$0	(100.0)%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,198,586</b>	<b>\$1,111,210</b>	<b>(7.3)%</b>

## SPECIAL TAXING DISTRICTS FUND – REVENUE & EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

The Special Taxing Districts Fund provides for street light maintenance, enhancements and improve efficiency by the use of LED lighting. This fund utilizes special services through a non-ad valorem assessment.

This tables below offers an overview of the Special Taxing Districts Fund’s Revenues and Expenditures.

Special Taxing Districts Fund Revenues by Source Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
Special Assessment - Charges for Public Service	\$724,493	\$739,160	2.0%
<b>TOTAL OPERATING REVENUES</b>	<b>\$724,493</b>	<b>\$739,160</b>	<b>2.0%</b>

Special Taxing Districts Fund Expenditures by Division Year-to-Year			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	
Special Lighting Districts	\$724,493	\$739,160	2.0%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$724,493</b>	<b>\$739,160</b>	<b>2.0%</b>



## DEBT SERVICE FUND – REVENUE & EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

The Debt Service Fund was established to account for and pay the principal and interest on the City's various debt issues. Funds are received by inter-fund transfers from the various operating funds in proportion to the equipment or facilities purchased for them.

This tables below offers an overview of the Debt Service Districts Fund's Revenues and Expenditures.

Debt Service Fund Revenues by Source Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
Ad Valorem Taxes	\$3,963,080	\$3,960,268	(0.1)%
Interfund Transfer - General Fund	\$980,522	\$978,020	(0.3)%
Interfund Transfer - Transportation Adm	\$389,972	\$389,454	(0.1)%
Interfund Transfer - Capital Projects	\$5,959,143	\$5,918,591	(0.7)%
<b>TOTAL OPERATING REVENUES</b>	<b>\$11,292,717</b>	<b>\$11,246,333</b>	<b>(0.4)%</b>

Debt Service Fund Expenditures by Division Year-to-Year Changes			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	
Debt Service Payments	\$11,292,610	\$11,246,333	(0.4)%
Professional Services	\$107	\$0	(100.0)%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$11,292,717</b>	<b>\$11,246,333</b>	<b>(0.4)%</b>

## CAPITAL PROJECTS FUND – REVENUE & EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

The Capital Projects Fund accounts for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by business-type/proprietary funds).

This tables offers an overview of the Capital Projects Districts Fund's Revenues and Expenditures.

Capital Project Fund Revenues by Source Year-to-Year Changes			
REVENUES	BUDGET FY 2021	BUDGET FY 2022	
Miscellaneous Revenues	\$1,019,514	\$925,034	(9.3)%
Interfund Transfer - General Fund	\$5,403,516	\$6,622,253	22.6%
Fund Balance	\$768,255	\$0	(100.0)%
<b>TOTAL OPERATING REVENUES</b>	<b>\$7,191,285</b>	<b>\$7,547,287</b>	<b>5.0%</b>

Capital Project Fund Expenditures by Division Year-to-Year Changes			
EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	
Capital Projects Operations	\$6,717,262	\$6,543,787	(2.6)%
Professional Services	\$3,500	\$3,500	—%
Working Capital Reserve	\$470,523	\$1,000,000	112.5%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$7,191,285</b>	<b>\$7,547,287</b>	<b>5.0%</b>

## STORMWATER UTILITY FUND – REVENUE & EXPENDITURE SUMMARY AND YEAR-TO-YEAR CHANGES

The Stormwater Utility Fund was created to account for the revenues and expenditures associated with the City's Stormwater Utility. Revenues to this fund come from a Stormwater assessment against all property in the City as well as from grants for specific projects.

This tables below offers an overview of the Stormwater Utility Fund's Revenues and Expenditures.

### Stormwater Utility Fund Revenues by Source Year-to-Year Changes

REVENUES	BUDGET FY 2021	BUDGET FY 2022	
License, Fees & Payments	\$35,000	\$35,000	—%
Charges For Services	\$5,180,116	\$5,552,990	7.2%
Miscellaneous Revenues	\$25,000	\$25,000	—%
Fund Balance	\$2,306,404	\$2,098,323	(9.0)%
<b>TOTAL OPERATING REVENUES</b>	<b>\$7,546,520</b>	<b>\$7,711,313</b>	<b>2.2%</b>

### Stormwater Utility Fund Expenditures by Division Year-to-Year

EXPENDITURES	BUDGET FY 2021	BUDGET FY 2022	
Storm Water - Operations	\$3,075,002	\$3,048,044	(0.9)%
Storm Water - Engineering	\$4,471,518	\$4,663,269	4.3%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$7,546,520</b>	<b>\$7,711,313</b>	<b>2.2%</b>

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the center. Overlaid on this and the blue background is a large, stylized arch in a lighter blue shade. The arch starts from the bottom left, curves upwards and to the right, and then curves back down towards the bottom right. The main title is centered in the upper half of the page.

# All Funds Budget Summary

ALL FUNDS BUDGET SUMMARY FY 2020 - FY 2022			
	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
<b>RE-APPROPRIATE FUND BALANCE - ALL FUNDS</b>	<b>\$</b>	<b>13,953,076</b>	<b>\$ 11,640,395</b>
<b>REVENUES - ALL FUNDS</b>			
Property Taxes	\$37,057,237	\$39,941,985	\$42,423,014
Franchise Fees	\$2,469,387	\$4,146,062	\$4,935,000
Intergovernmental Revenue	\$18,697,833	\$16,307,158	\$20,151,777
Utility Taxes	\$11,267,300	\$10,682,676	\$10,810,861
Fuel Taxes	\$2,002,844	\$2,089,838	\$2,132,724
Fines and Forfeitures	\$5,570,446	\$4,620,750	\$4,186,395
Licenses & Permits & Fees	\$9,268,090	\$6,026,744	\$6,142,492
Miscellaneous	\$69,465,611	\$3,036,057	\$4,148,340
Charges for Services	\$10,489,296	\$12,479,692	\$13,619,315
Grants and Loans	\$5,492,609	\$1,789,376	\$1,164,949
Interfund Transfers	\$19,900,703	\$15,922,860	\$15,826,727
<b>TOTAL REVENUES - ALL FUNDS</b>	<b>\$191,681,356</b>	<b>\$117,043,198</b>	<b>\$125,541,594</b>
<b>TOTAL RESOURCES AVAILABLE - ALL FUNDS</b>	<b>\$191,681,356</b>	<b>\$130,996,274</b>	<b>\$137,181,989</b>
<b>EXPENDITURES - ALL FUNDS</b>			
Council/Legislative	\$1,163,007	\$1,358,428	\$1,537,103
Civic Engagement	\$41,604	\$319,056	\$358,227
City Manager	\$1,356,420	\$1,398,319	\$1,485,122
Public Affairs	\$691,467	\$869,836	\$934,097
Special Events	\$4,231,948	\$3,436,000	\$3,887,500
City Clerk	\$577,123	\$607,484	\$643,571
Finance	\$934,424	\$1,322,370	\$1,377,122
Human Resources	\$1,120,091	\$1,216,942	\$1,305,828
City Attorney	\$673,875	\$988,454	\$1,060,280
School Crossing Guard	\$567,724	\$553,662	\$547,496
Police	\$37,953,760	\$38,910,045	\$41,804,518
Code Enforcement	\$1,534,603	\$1,759,275	\$1,811,189
Parks & Recreation	\$6,023,006	\$8,398,594	\$9,634,705
Purchasing	\$478,972	\$526,632	\$551,626
Information Technology	\$2,500,844	\$2,390,683	\$2,911,883
Fleet	\$2,890,652	\$2,504,647	\$2,875,372
City Hall Maintenance	\$841,043	\$807,950	\$808,299
Non-Departmental	\$11,380,450	\$11,975,865	\$12,299,063
Public Works	\$6,944,968	\$11,639,116	\$11,809,828
Planning	\$578,058	\$792,712	\$935,513
Building	\$2,681,176	\$4,833,548	\$3,980,495
Capital Projects	\$11,913,005	\$7,191,285	\$7,547,287
State Housing Initiative Program	\$194,619	\$105,402	\$479,887
Grants	\$16,036,395	\$1,664,405	\$1,099,978
Special Taxing Districts	\$532,652	\$724,493	\$739,160
Community Development Block Grant	\$1,409,732	\$1,086,694	\$1,111,210
Stormwater Operations	\$3,360,966	\$7,546,520	\$7,711,313
Debt Service	\$19,206,026	\$11,292,610	\$11,246,333
<b>TOTAL EXPENDITURES - ALL FUNDS</b>	<b>\$138,135,086</b>	<b>\$130,996,274</b>	<b>\$137,181,989</b>



# Budget Details By Fund

## BUDGET DETAIL BY FUND

For financial purposes, the City conducts its operations from various accounting entities called "Funds." Each Fund is treated as a 'business' and is designed to operate quasi- independently from the other funds. The City's current operating funds are: The General Fund; the Transportation Fund; the Development Services Fund; the Special Revenue Fund; the Capital Projects Fund, the Stormwater Utility Fund, the CDBG Grant Fund, the SHIP Grant Fund and the Debt Service Fund.

The General Fund is the principal fund through which the City conducts business. Its activities are supported and complemented by the other operating funds. Each of the various Funds has its own revenue sources and undertakes expenditures relative to their stated purpose. They may "purchase" various needed services from one or more of the other City Funds, or may provide administrative oversight to the other funds for a cost. Monies can only move between the Funds under certain circumstances as outlined in the City's Charter, financial policies and/or the adopted budget ordinance.

General Fund revenues are collected by the City and by Miami-Dade County and the State of Florida on behalf of the City. Revenue estimates are prepared in several ways. First, some revenue estimates are prepared by staff based on historical collection data for such revenues as Business Tax Licenses, Solid Waste Franchise, Gas Franchise, Certificates of Use and local fees and charges. Finally, certain revenue estimates are provided by the State such as revenue sharing, half cent sales tax and telecommunication services tax.

Estimating revenues is always difficult. Trying to anticipate economic trends a year in advance is at best problematic. General budgeting principles dictate the use of caution in revenue prediction and that approach has been used by staff to develop the estimates herein. Where little historical data exists, a general 1-2% increase in the revenue has been used. Property taxes are budgeted at 95% which is required by the Florida Statute.

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# General Fund

The City of Miami Gardens, Florida



## GENERAL FUND OVERVIEW

The General Fund, is the main operating fund for the City of Miami Gardens. It provides for services not specifically funded in the City's other funds including public safety, parks and recreation, code compliance, and planning and zoning. The General Fund also funds administrative offices such as the Legislative Office, the City Manager's Office, the City Clerk's Office, the City Attorney's Office, Human Resources, Financial Services and Information Technology.

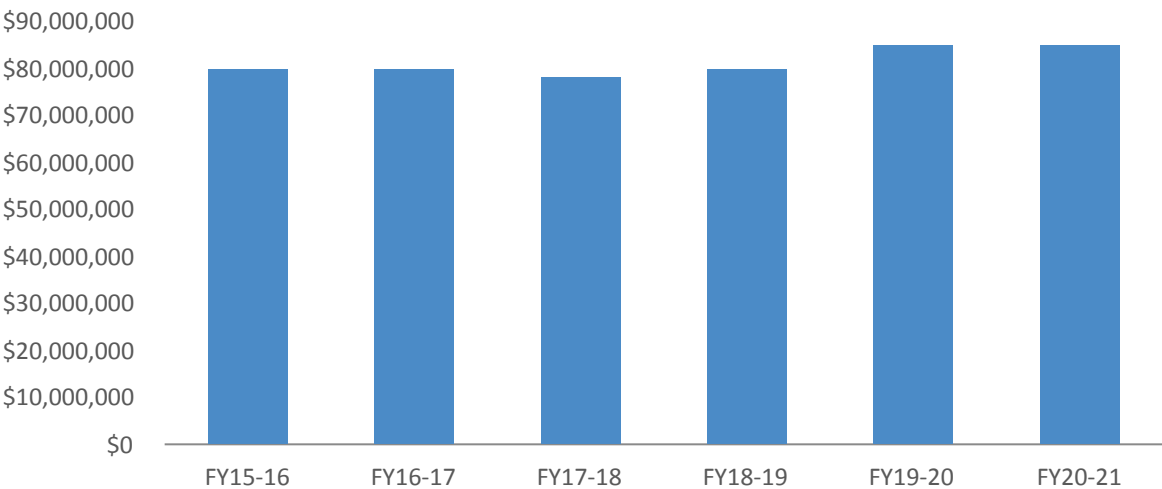
The majority of resources for the General Fund are provided by taxes. Other receipts that are not allocated by law or contractual agreement to other funds are also accounted for in this fund. The General Fund budget for FY 2022 totals \$86,768,514, an increase of \$6,631,560 from that of the previous fiscal year.

GENERAL FUND REVENUES						
REVENUE TYPE	ACTUAL FY 16-17	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Ad Valorem Taxes	\$25,142,514	\$28,224,880	\$30,496,660	\$32,823,228	\$35,978,905	\$38,462,746
Franchise Fees	\$3,076,242	\$3,801,953	\$3,682,186	\$2,469,387	\$4,146,062	\$4,935,000
Utility Taxes	\$10,489,626	\$10,750,222	\$10,830,782	\$11,267,300	\$10,682,676	\$10,810,861
License, Fees &	\$2,563,748	\$2,458,390	\$2,498,237	\$2,497,038	\$2,775,500	\$2,780,500
Intergovernmental	\$11,448,597	\$11,886,705	\$12,080,135	\$10,797,700	\$10,056,415	\$13,035,179
Interfund Transfers	\$1,060,825	\$1,192,650	\$1,225,430	\$12,083,450	\$2,974,425	\$1,696,668
Charges for Services	\$6,382,505	\$7,401,592	\$6,990,126	\$4,849,609	\$6,915,166	\$7,677,347
Fines and Forfeitures	\$6,449,869	\$5,350,952	\$6,729,060	\$5,569,201	\$4,617,950	\$4,183,595
Miscellaneous	\$6,043,794	\$2,606,002	\$2,714,533	\$1,760,520	\$1,864,884	\$3,121,647
Grants & Loans	\$1,354,473	\$745,427	\$806,107	\$3,265,310	\$124,971	\$64,971
<b>TOTAL REVENUE</b>	<b>\$74,012,193</b>	<b>\$74,418,773</b>	<b>\$78,053,257</b>	<b>\$87,382,742</b>	<b>\$80,136,954</b>	<b>\$86,768,514</b>

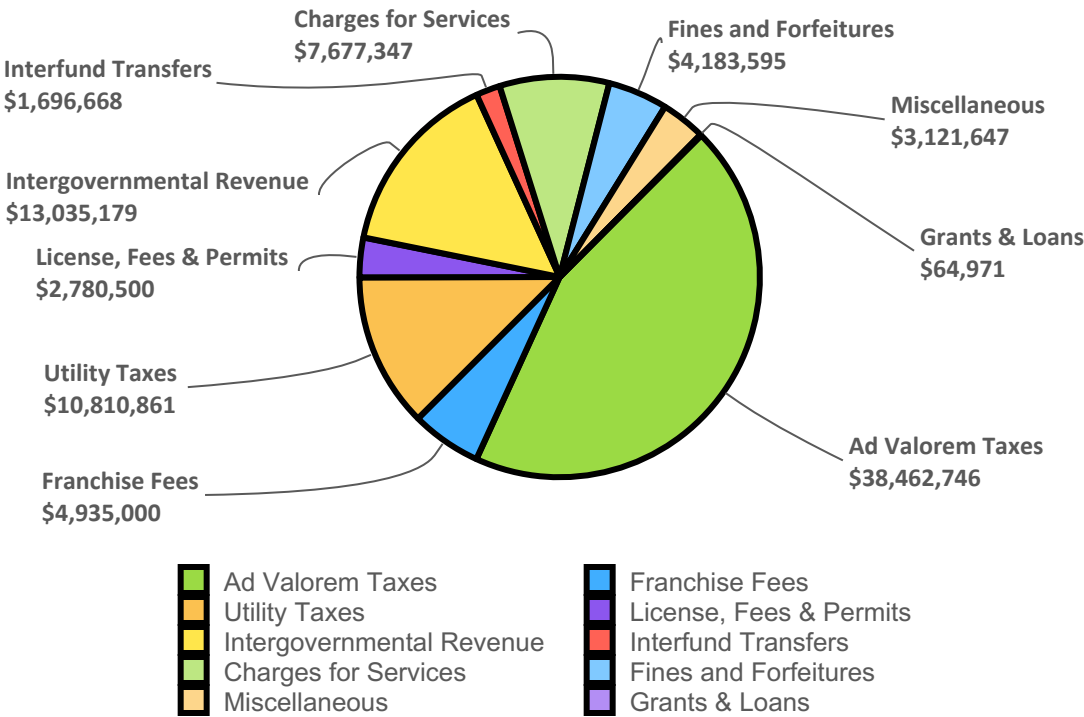
### ANALYSIS

In FY 2021 the City Council adopted an operating millage rate of 6.9363. This proposed budget is balanced at the same rate of 6.9363. The FY 2022 taxable value is 7.1% higher than the FY 2021 certified taxable value. The City received the State estimates for State Revenue Sharing and Sales Tax distribution projections for FY 2022, which are projected to increase to pre-Covid-19 pandemic levels.

HISTORY OF GENERAL FUND REVENUE

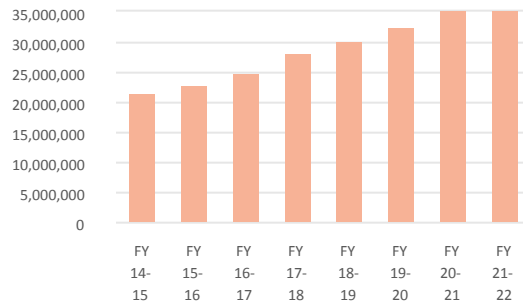


GENERAL FUND REVENUE BY SOURCE FOR FY 2021-2022



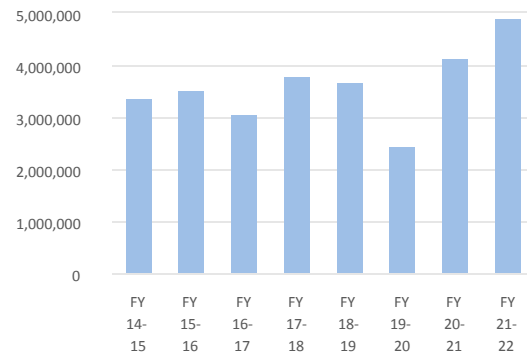
## MAJOR REVENUES

### AD VALOREM TAX RECEIPTS HISTORY



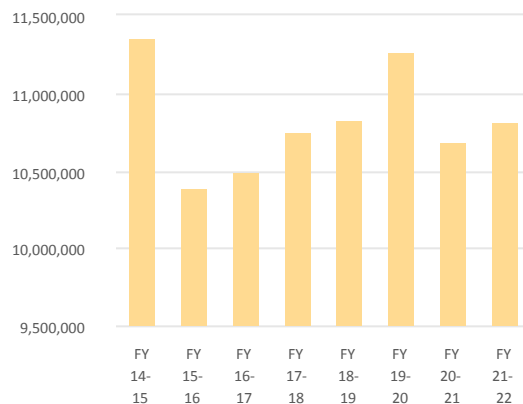
Since FY 14, the City has been levying at 6.9363 mill. FY 21-22 reflects an increase of 7.1% in taxable value, and the proposed millage rate is 6.9363, the same as previous eight (8) years

### FRANCHISE FEE RECEIPTS HISTORY



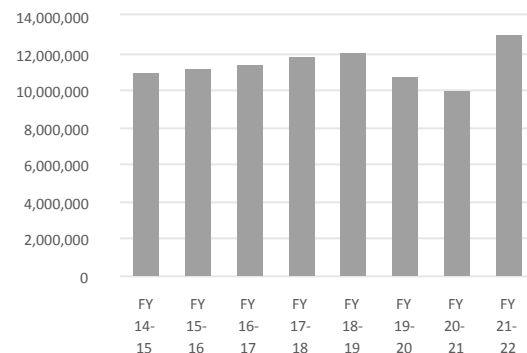
Franchise fees include electric, gas, and solid waste. They are collected by the private utilities and remitted to the City. The decrease in FY 16-17 can be attributed to lower consumption and higher property tax paid by FPL reducing the franchise fee.

### UTILITY TAX RECEIPTS HISTORY



The Utility tax is a charge on various public utilities serving the City's residents. The City receives its electric taxes through Miami-Dade County which first deducts the City's pro-rata share of pre-incorporation County bond debt service. The City is served by three (3) water utilities: Opa Locka, Miami-Dade County and North Miami Beach. Also included in this category is the Communication Service Tax. The spike in FY-15 is attributed to an audit performed by the State on the Communication Service Tax of which the City received over \$1 million in retro taxes.

### INTERGOVERNMENTAL REVENUE RECEIPTS HISTORY



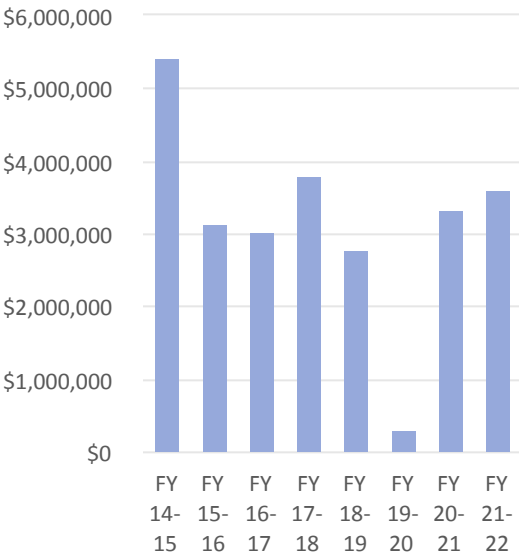
Next to property taxes, intergovernmental revenues are the City's largest source of revenue. The bulk of these revenues are from State Revenue Sharing (approx. 76.2% of which stays in the General Fund and 23.8% goes to the Transportation Fund by State law), and from the State Half-Cent Sales Tax. State Revenue for FY 21-22 are anticipated to increase to pre-COVID-19 pandemic levels.

LICENSES AND PERMITS REVENUE HISTORY



Permits covered in this category include Alarm Permits, Landlord Permit fees and Business Licenses and Planning & Zoning fees. These fees are fairly steady with only a small impact over the short run from economic changes. Revenues for FY 21-22 are anticipated to remain in line with that of the previous year.

CULTURAL & RECREATIONAL REVENUE HISTORY



Revenues received from recreation events, special events and facilities are generally very steady and predictable. The FY 13 increase in revenues is attributed to the opening of the Betty T. Ferguson Community Center. Revenues for FY 19-20 and FY 20-21 were significantly decreased given the cancellation of many events as a result of the COVID-19 pandemic, particularly the City's signature event Jazz in the Gardens which was cancelled for both fiscal years.

The background features a large yellow triangle on the left side, set against a blue background. A stylized, light blue bridge with a single arch spans across the middle of the image. The title 'Transportation Fund' is centered in the upper half of the image.

# Transportation Fund

The City of Miami Gardens, Florida

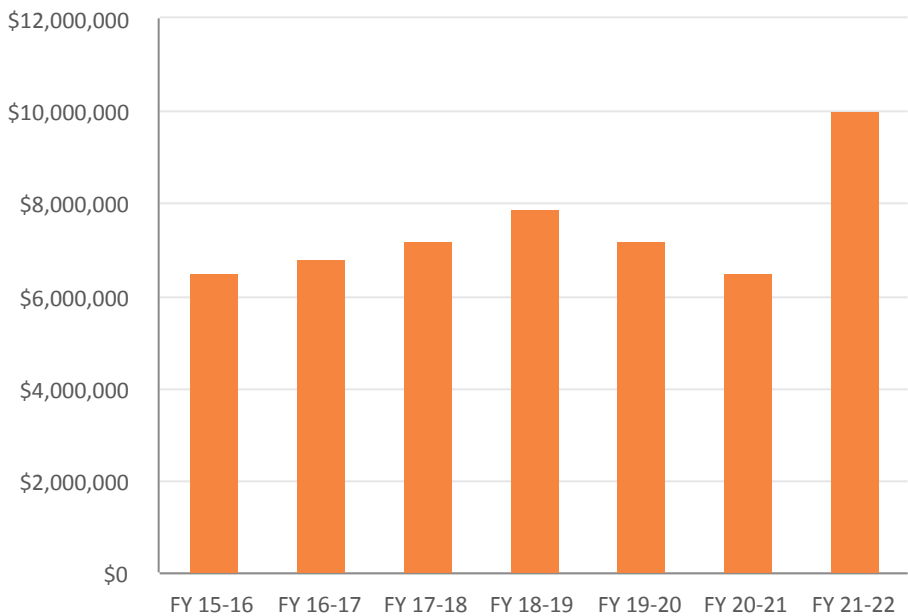
## TRANSPORTATION FUND OVERVIEW

TOTAL TRANSPORTATION FUND REVENUES					
REVENUE TYPE	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
1 <sup>st</sup> Local Option Fuel Tax	\$1,628,262	\$1,663,393	\$1,454,992	\$1,510,388	\$1,543,222
2 <sup>nd</sup> Local Option Fuel Tax	\$624,501	\$638,066	\$547,852	\$579,450	\$589,502
CITT	\$4,737,286	\$4,846,211	\$4,248,977	\$4,300,000	\$4,300,000
Banners	\$6,325	\$0	\$0	\$2,000	\$2,000
Grants Intergovernmental Revenue	\$31,360	\$31,360	\$31,360	\$31,358	\$31,358
State Revenue Sharing	\$886,434	\$864,397	\$729,798	\$715,407	\$1,194,143
Public Works' Permits	\$459,117	\$455,604	\$261,271	\$100,000	\$200,000
Other	\$462,552	\$580,192	\$405,654	\$357,982	\$319,441
Reappropriate Fund Balance	\$0	\$0	\$0	\$4,042,531	\$3,630,162
<b>TOTAL REVENUES</b>	<b>\$8,835,837</b>	<b>\$9,079,224</b>	<b>\$8,150,490</b>	<b>\$11,639,116</b>	<b>\$11,809,828</b>

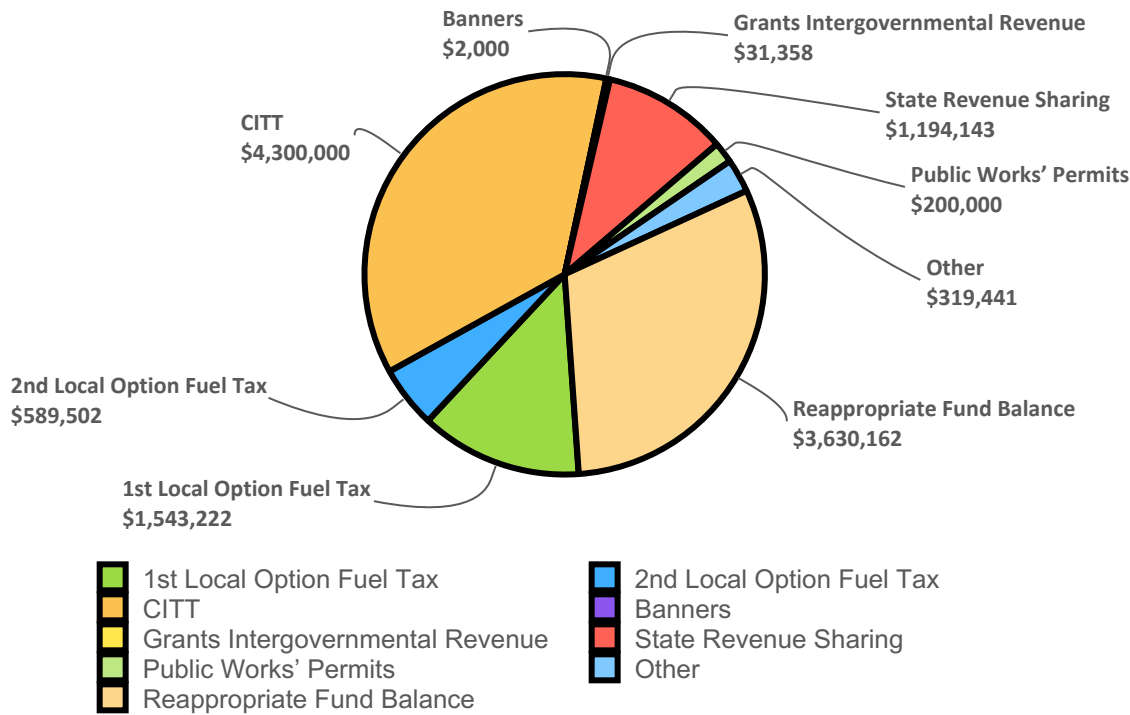
### ANALYSIS

Transportation Fund revenues are generally very steady and predictable. The main sources of revenue are Local Option Gas Tax, State Revenue Sharing and CITT. Miami-Dade County settled with the City in FY 2012 the participation in the Citizens Independent Transportation Trust. The funding is derived from the ½ cent sales tax. There was a one-time settlement distributed in FY 2012 for the City's previous year's share. Effective FY 2013, the City has since received its share of revenue based on population.

HISTORY OF TRANSPORTATION FUND REVENUE



TRANSPORTATION FUND REVENUE BY SOURCE FOR FY 2021-2022





**MIAMI GARDENS TRANSIT PROGRAM BUS**

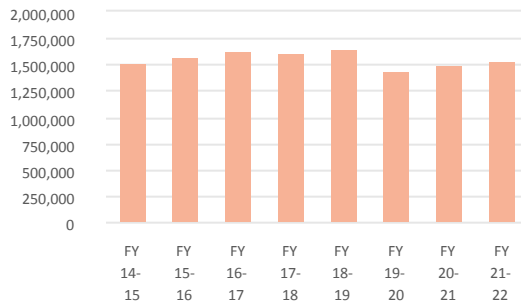


**BUNCHE PARK SIDEWALK REPAIRS BEFORE AND AFTER**



## MAJOR REVENUES

### 1ST LOCAL OPTION FUEL TAX HISTORY



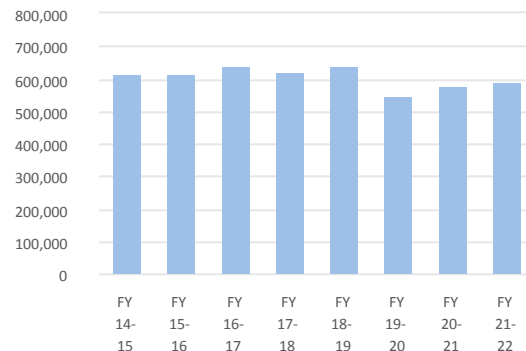
The State authorizes several gas taxes to support transportation operation at the local government level. The first is the 1 to 6 Cents Local Option Fuel Tax that is imposed on Motor and Diesel Fuels. The funds are collected by the state and forwarded to the City on a monthly basis. Miami Gardens receives 2.5747989% of the collection in Miami-Dade County.

### STATE REVENUE SHARING RECEIPTS HISTORY



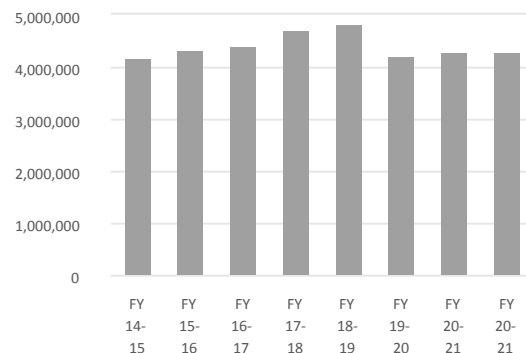
The Florida Revenue Sharing Act of 1972 created a revenue sharing trust fund for Florida municipalities in order to ensure revenue parity throughout the state. The revenues collected from sales and fuel taxes and are allocated to local governments for specific, authorized purposes.

### 2ND LOCAL OPTION FUEL TAX HISTORY



The State authorizes several gas taxes to support transportation operation at the local government level. The second is the 1 to 5 Cents Local Option Fuel Tax that is imposed on Motor Fuels. The funds are collected by the state and forwarded to the City on a monthly basis.

### CITT (1/2 CENT SALES TAX SURCHARGE) RECEIPTS HISTORY



In 2002, Miami-Dade County held a referendum to raise the general sales tax by ½ cent and to dedicate this additional revenue to funding transportation needs. As part of the process, the County entered into agreements with all then existing cities to share this revenue if it passed. The County would keep 80% and the cities would share 20%. Even though the original resolution establishing this arrangement stated that if new cities came along, they would negotiate with the County for their proportionate share. Three cities have incorporated since that date and the County has refused to negotiate in good faith with any of them (Miami Gardens, Doral and Cutler Bay).

Revenue received under this tax must be used by the cities for transportation purposes only. At least 20% must be used for transit-related purposes and the balance can be used for other transportation needs.

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the center. Overlapping this and the rest of the page is a large, stylized arch in a medium blue color. The rest of the background is a solid, darker blue. The text 'Grant Fund' is centered in the upper half of the image.

# Grant Fund

The City of Miami Gardens, Florida

## GRANT FUND OVERVIEW

The Grant Fund accounts for those revenues and expenditures that are funded by various Federal, State and Local grants.

For FY 2022, this fund is inclusive of funding awarded through the Department of Human Services, Centers for Disease Control and Prevention (CDC) and the Children's Trust of Miami-Dade County.

GRANT FUND REVENUES					
REVENUE TYPE	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Health Community Partnership Grant Program	\$148,374	\$155,575	\$118,764	\$0	\$0
CDC Reach Grant	\$0	\$544,257	\$592,842	\$692,588	\$692,588
Alliance for Healthier Generation	\$0	\$4,000	\$0	\$0	\$0
Health Procurement Ordinance	\$0	\$0	\$2,000	\$0	\$0
Children's Trust Grant	\$0	\$170,968	\$212,540	\$407,390	\$407,390
Police Grants - US Dept. of Justice	\$0	\$0	\$0	\$508,026	\$0
Police Grants - Byrne	\$0	\$110,833	\$186	\$56,401	\$0
Police Grants - UASI	\$118,652	\$113,200	\$113,197	\$0	\$0
FDOT Pedestrian Bridge/Tunnel	\$3,959	\$14,941,563	\$1,132,796	\$0	\$0
FDOT - Rdwy Assessment Study	\$1,436	\$82,325	\$69,347	\$0	\$0
US Department of Transportation	\$15,439	\$103,208	\$0	\$0	\$0
Urban Forestry Grant	\$988	\$6,512	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$288,847</b>	<b>\$16,232,440</b>	<b>\$2,241,672</b>	<b>\$1,664,405</b>	<b>\$1,099,978</b>

The background features a large, abstract composition of geometric shapes. A large yellow triangle is positioned on the left side, pointing towards the bottom right. The rest of the background is a solid blue color. Overlaid on this is a stylized, light blue arch that resembles a bridge or a wave, spanning across the middle of the image. The text 'SHIP Fund' is centered in the upper half of the image, in a white serif font.

# SHIP Fund

The City of Miami Gardens, Florida

## SHIP FUND OVERVIEW

The State Housing Initiatives Partnership program (SHIP) Fund accounts for state grant funding provided by Florida Housing. The program provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.

SHIP FUND REVENUES					
REVENUE TYPE	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Intergovernment Revenues	\$347,571	\$114,733	\$313,133	\$105,402	\$479,887
Miscellaneous Revenues	\$6,105	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$353,676</b>	<b>\$114,733</b>	<b>\$313,133</b>	<b>\$105,402</b>	<b>\$479,887</b>

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the blue background is a large, stylized arch or bridge shape, rendered in a light blue color with a subtle gradient and a slight 3D effect. The overall composition is modern and geometric.

# CDBG Fund

The City of Miami Gardens, Florida

## CDBG FUND OVERVIEW

The Community Development Block Grant (CDBG) Fund accounts for federal grant funding provided by the the U.S. Department of Housing and Urban Development (HUD). The goal of the funding is to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

CDBG FUND REVENUES					
REVENUE TYPE	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Intergovernment Revenues	\$794,169	\$1,723,920	\$3,348,818	\$1,098,576	\$1,111,210
Fund Balance	\$0	\$0	\$0	\$100,010	\$0
<b>TOTAL REVENUES</b>	<b>\$794,169</b>	<b>\$1,723,920</b>	<b>\$3,348,818</b>	<b>\$1,198,586</b>	<b>\$1,111,210</b>

The background features a large yellow triangle on the left side, set against a blue background. A stylized, light blue bridge with a single arch spans across the middle of the image, partially overlapping the yellow triangle.

# Development Services Fund

The City of Miami Gardens, Florida



## DEVELOPMENT SERVICES FUND OVERVIEW

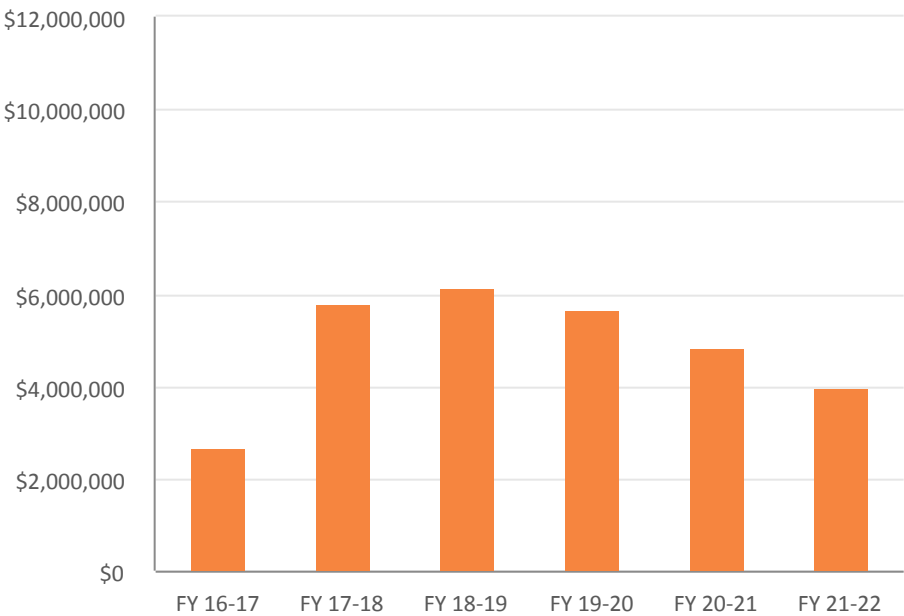
The Development Services Fund revenues are derived primarily from user fees and are used to fund activities of the Building Services Division. General economic forecasts for the South Florida vicinity are used to adjust revenue estimates up or down, depending on trends.

TOTAL DEVELOPMENT SERVICES FUND					
REVENUE TYPE	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Building Permits	\$5,043,379	\$5,186,196	\$4,941,717	\$2,389,751	\$2,385,832
Charges for Services	\$722,577	\$872,771	\$703,020	\$359,410	\$358,978
Miscellaneous Revenues	\$49,570	\$95,074	\$47,651	\$11,759	\$11,759
Reappropriate Fund Balance	\$0	\$0	\$0	\$2,072,628	\$1,223,926
<b>TOTAL REVENUES</b>	<b>\$5,815,525</b>	<b>\$6,154,041</b>	<b>\$5,692,388</b>	<b>\$4,833,548</b>	<b>\$3,980,495</b>

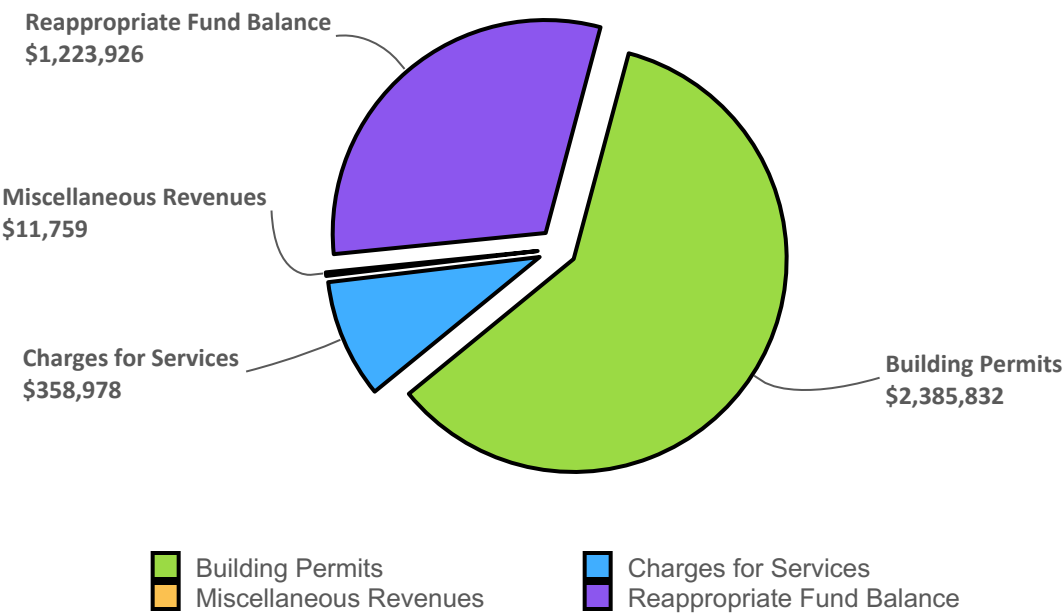
### ANALYSIS

The Development Services Fund has experienced some very good years of revenue generation starting in FY 2017-2018. In the past, the department had experienced a slowdown in the local building community, which led to a decrease in revenue. In return, the General Fund had to provide subsidy for a couple of years.

HISTORY OF DEVELOPMENT SERVICES FUND REVENUE

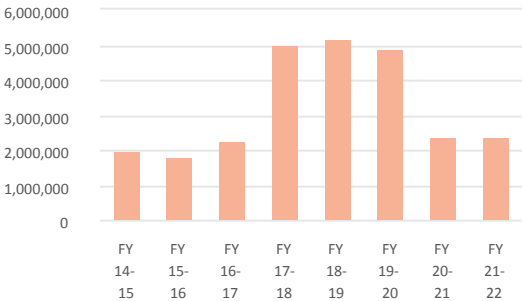


DEVELOPMENT SERVICES FUND REVENUE BY SOURCE FOR FY 2021-2022



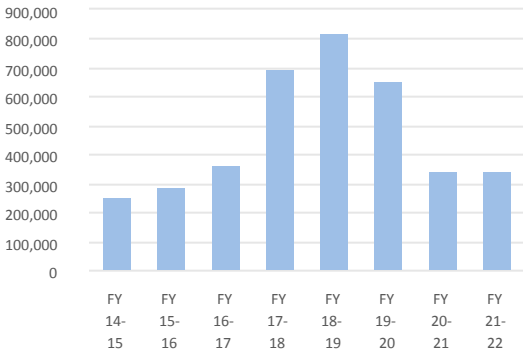
MAJOR REVENUES

BUILDING FEES RECEIPTS HISTORY



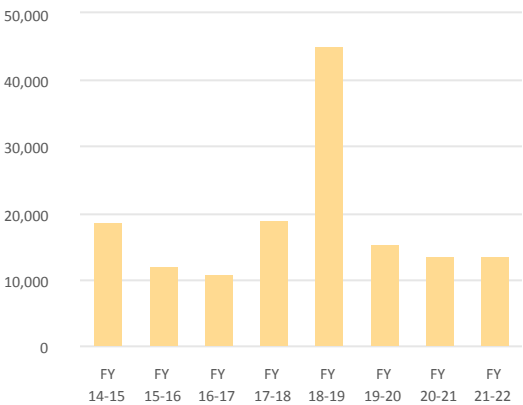
The City’s Building Department assesses various fees for its services. These fees are designed to recover the cost of processing and inspecting various land development and construction related activities.

TECHNOLOGY SURCHARGE RECEIPTS HISTORY



The State authorizes several gas taxes to support transportation operation at the local government level. The second is the 1 to 5 Cents Local Option Fuel Tax that is imposed on Motor Fuels. The funds are collected by the state and forwarded to the City on a monthly basis.

UNSAFE STRUCTURES CHARGES HISTORY



In compliance with the Florida Building Code, National Electrical Code, and Miami Gardens Code, Chapter 28, certain expenses (such as Initiation and processing fee for all work without a permit and all Unsafe Structures cases after given ninety (90) days to comply) are recovered from necessary Building Services Division enforcement and/or demolitions.

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. The rest of the background is a solid blue color. Overlaid on the blue background is a large, stylized arch or bridge shape, rendered in a lighter blue color with a subtle gradient and a slight 3D effect, suggesting it is floating above the surface.

# Impact Fee Fund

The City of Miami Gardens, Florida

## IMPACT FEES FUND OVERVIEW

Impact fees are charged on new land development and also on the expansion, replacement or change of use of existing land uses and are designed to capture a portion of the cost of providing the capital infrastructure needed to integrate the development into the existing community. They can only be used for new services or capital expenditures designed to serve this new population or business. The City of Miami Gardens, through Miami-Dade County, levies several impact fees. These include impact fees for Law Enforcement, Parks Open Space and Parks Improvements. Also included is a General Administration Fee that is assessed as part of the fees.

- Law enforcement impact fees are imposed upon all land uses that create an impact on law enforcement services. This includes Commercial, Industrial and Residential.
- Parks and Recreation Open Space impact fees are imposed upon all land uses that create an impact on City parks.
- Parks and Recreation Improvement impact fees are imposed upon all land uses that create an impact on City parks.
- Admin Fees - In addition to the above impact fees, Miami-Dade County levies impact fees on development within the City including Road and School impact fees.

IMPACT FEES	BUDGET FY 21-22
Open Space/Parks Impact Fees	\$3,279,598
Police Impact Fees	\$1,260,079
Admin. Impact Fees	\$148,307
<b>TOTAL IMPACT FEES FUND</b>	<b>\$4,687,984</b>

The background features a large yellow triangle on the left side, set against a blue background. A grey, three-dimensional arch shape is positioned in the center, overlapping the yellow triangle and the blue background.

# Special Taxing District Fund

The City of Miami Gardens, Florida

## SPECIAL TAXING DISTRICTS FUND OVERVIEW

The Special Taxing Districts Fund was transferred from the County to the City, which was voted to create the district areas in the City of Miami Gardens in FY 2019 to provide maintenance, and street light maintenance, enhancements and improve efficiency by the use of LED lighting. This fund utilizes special services through a non-ad valorem assessment.

The Special Taxing District Fund was established for the City to become the governing body for the Maintenance and Street Light Special Taxing Districts.

### MISSION

The mission for the Special Taxing District Fund is to replace all existing light fixtures with LED lights during FY 2020. In addition, districts will be assessed to improve areas that need extra lighting due to insufficient light intensity.

SPECIAL TAXING DISTRICTS	BUDGET FY 21-22
Crestview	\$57,568.00
Bunche Park	\$55,792.00
Scott Lake Manor	\$50,895.00
Scott Lake Manor East	\$133,861.00
Andover	\$23,209.00
Stoneybrook	\$9,585.00
Westwood Manor	\$5,500.00
Miami Gardens	\$26,384.00
Peachtree Lane	\$5,459.00
Lake Lucerne	\$19,884.00
Andover First Addition	\$16,609.00
Liberty Homes	\$30,692.00
Riverdale	\$20,769.00
Rolling Oaks	\$10,069.00
Venetian Acres	\$9,676.00
North Dade Country Club	\$57,565.00
Bunche Park South	\$15,711.00
Greendale	\$6,232.00
Jordan's Landing	\$16,108.00

SPECIAL TAXING DISTRICTS	BUDGET FY 21-22
Sunshine State Industrial Park	\$50,414.00
Air Park Industrial	\$4,604.00
Palmetto Lakes Industrial	\$57,583.00
MDPD Subdivision	\$1,735.00
Park Center Business	\$2,515.00
Lakes of Tuscany	\$14,997.00
Golden Glades	\$16,037.00
Air Park Industrial Maint	\$19,707.00
<b>Subtotal</b>	<b>\$739,160.00</b>



The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the surrounding blue background is a large, stylized arch or bridge structure. The arch is composed of several concentric, slightly offset lines in various shades of blue, creating a sense of depth and movement. The overall composition is modern and geometric.

# Debt Service Fund

The City of Miami Gardens, Florida

## DEBT SERVICE FUND OVERVIEW

The Debt Service Fund was created in FY 2008 to provide transparency to the City's debt issues. User Departments make internal transfers into the Debt Service Fund in the amount of their pro-rata share of various bond issues; the payments to the bond holders are made from here.

The Debt Service Fund was established to account for and pay the principal and interest on the City's various debt issues. Funds are received by inter-fund transfers from the various operating funds in proportion to the equipment or facilities purchased for them.

The use of the Debt Service Fund provides additional transparency to the general public as to the City's bonded indebtedness. Also, included in the fund are capital lease payments for equipment financed in this manner. There is no staff in this fund.

DEBT SERVICE FUND REVENUES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Property Tax	\$4,280,119	\$4,262,467	\$4,234,009	\$3,963,080	\$3,960,268
Transfers-In	\$14,775,032	\$8,089,762	\$12,362,689	\$7,329,637	\$7,286,065
Misc. Rev.	\$0	\$6,947,807	\$50,705,000	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$19,055,151</b>	<b>\$19,300,037</b>	<b>\$67,301,698</b>	<b>\$11,292,717</b>	<b>\$11,246,333</b>

DEBT SERVICE FUND EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Debt Service	\$19,097,328	\$19,206,026	\$58,651,245	\$11,292,610	\$11,246,333
<b>TOTAL EXPENDITURES</b>	<b>\$19,097,328</b>	<b>\$19,206,026</b>	<b>\$58,651,245</b>	<b>\$11,292,610</b>	<b>\$11,246,333</b>

### ANALYSIS

The Debt Service Fund was started mid-year in FY 2008. The decrease for FY 2021 can be attributed to the Series 2009B \$8,800,000 Taxable Land Acquisition Revenue Bonds being paid off during FY 2018.

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the surrounding blue background is a large, stylized arch of a bridge, rendered in a light blue color with a subtle gradient and a slight 3D effect. The overall composition is modern and geometric.

# Capital Projects Fund

The City of Miami Gardens, Florida

## CAPITAL PROJECTS FUND OVERVIEW

The Capital Projects Fund is an accounting entity designed to ease the administration of multi-year capital projects. Capital expenditures are defined as amounts expended for fixed asset acquisitions and improvements. Generally, an asset is considered a capital expenditure if over \$5,000 with an expected life of 3 years or more.

The Division of Capital Improvement Projects is responsible for the planning, coordination, execution, supervision of all construction related capital projects in the City and for the administration of all capital funds.

Revenues in the Capital Projects Fund are determined by the secured grants and proposed or prior bond issues. For the past few years, the Division has been busy with the City Hall Project, and parks improvements. In late FY 2014, the City issued a \$60,000,000 General Obligation Bond, therefore, the Division will be busy with many projects in the coming few years. Any unspent bond proceeds of the projects will be automatically carried forward to the next fiscal year. The Five Year CIP plan will provide details of when the projects will be implemented.

CAPITAL PROJECTS FUND REVENUES					
REVENUE TYPE	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Transfers-In	\$5,346,828	\$5,636,563	\$5,577,299	\$5,403,516	\$6,622,253
Grants	\$63,482	\$25,272	\$174,295	\$0	\$0
Impact Fees	\$2,192,624	\$2,194,054	\$16,710,267	\$1,019,514	\$925,034
Reappropriate Fund Balance	\$0	\$0	\$0	\$768,255	\$0
<b>TOTAL REVENUES</b>	<b>\$7,602,934</b>	<b>\$7,855,889</b>	<b>\$22,461,861</b>	<b>\$7,191,285</b>	<b>\$7,547,287</b>



Buccaneer Park



Buccaneer Park Mega Soaker



Betty T. Ferguson field's artificial turf



Buccaneer Park Mega Soaker



North Dade Optimist Park Bleachers



Norwood Park

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the surrounding blue background is a large, stylized arch or wave shape. This shape is composed of several concentric, slightly offset lines in various shades of blue, creating a sense of depth and movement. The overall composition is modern and geometric.

# Stormwater Fund

The City of Miami Gardens, Florida

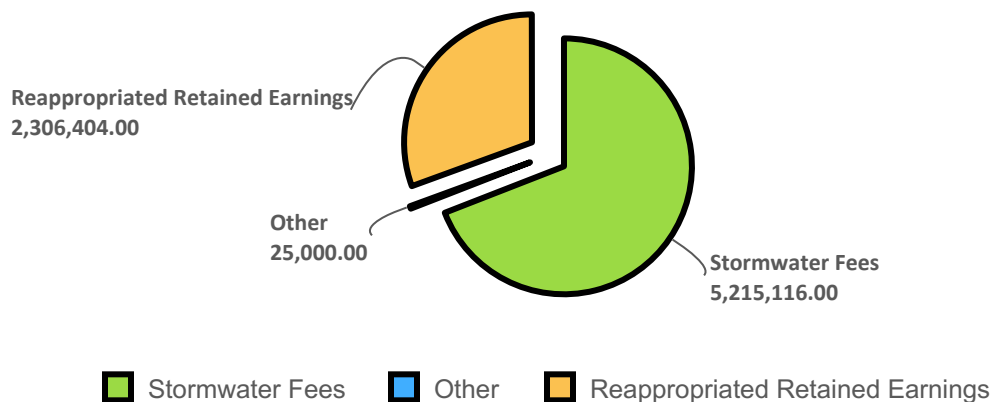
## STORMWATER UTILITY FUND OVERVIEW

The Stormwater Utility Fund was created to account for the revenues and expenditures associated with the City's Stormwater Utility. Revenues to this fund come from a Stormwater assessment against all property in the City as well as from grants for specific projects. Assessments are determined by a property's total number of Equivalent Residential Units (ERUs). Each ERU represents 1,548 square feet of impervious surface. The rate is \$4 per ERU per month. Revenue is based on a count of existing ERUs adjusted for estimated new construction coming on-line during the fiscal year.

Actual work and supervision of the Utility's employees are handled by the Public Works Department.

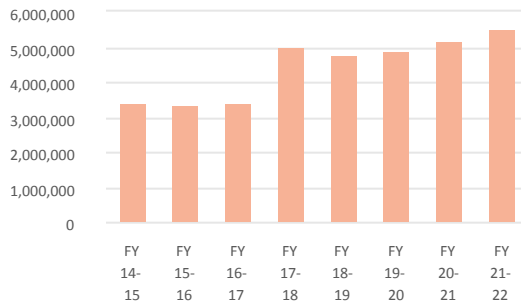
STORMWATER UTILITY FUND REVENUES					
REVENUE TYPE	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Stormwater Fees	\$5,090,553	\$4,885,142	\$4,934,517	\$5,215,116	\$5,587,990
Grant	\$0	\$214,632	\$476,175	\$0	\$0
Other	\$201,185	\$133,339	\$60,000	\$25,000	\$25,000
Reappropriated Retained Earnings	\$0	\$0	\$0	\$2,306,404	\$2,098,323
<b>TOTAL REVENUES</b>	<b>\$5,291,738</b>	<b>\$5,233,112</b>	<b>\$5,470,693</b>	<b>\$7,546,520</b>	<b>\$7,711,313</b>

### STORMWATER UTILITY FUND REVENUE BY SOURCE FOR FY 2021-2022



## MAJOR REVENUES

**STORMWATER UTILITY FEES HISTORY**

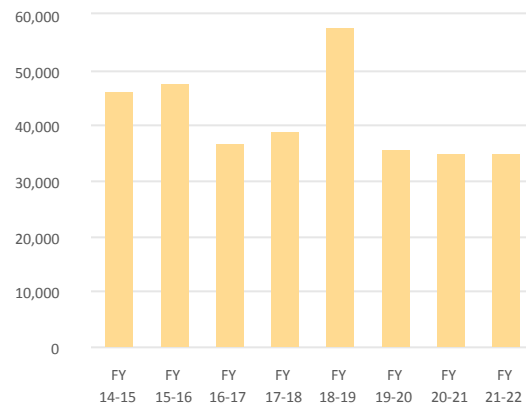


United States Environmental Protection Agency (USEPA) has required that local governments have a program to deal with stormwater runoff, improve water quality discharge, to maintain the existing stormwater discharge system, to implement and remain compliant with the Environmental Protection Agency's National Pollutant Discharge Elimination System (NPDES) Permit Program through efficient operations and the use of Best Management Practices (BMP).

In order to implement such a program, the State of Florida has authorized local governments to establish stormwater utilities and to charge a fee such as necessary to cover the costs of such a program. Miami-Dade County initially established a stormwater utility for the Miami-Gardens area. In April of 2006, the City assumed management of the utility through its own ordinance and interlocal agreement with the County.

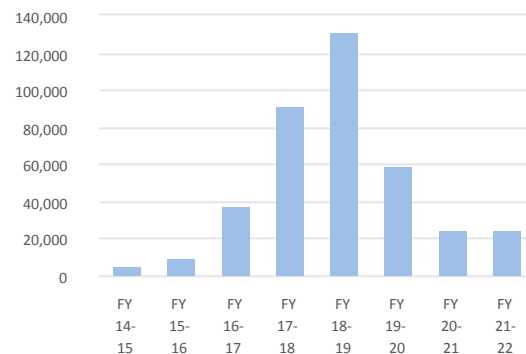
Under the Miami Gardens Stormwater Utility, each property is charged a monthly fee of \$6.00 per Equivalent Residential Unit (ERU). An ERU is based on a typical residential unit having 1,800 square feet of impermeable surface area. Commercial properties are charged based on their total ERUs.

**STORMWATER PERMIT FEES HISTORY**



As part of the requirements the City must comply with in order to participate in the National Flood Insurance Program is a plan review process for all new construction and substantial improvements. The floodplain fees are designed to cover the costs of administering this program to comply with the federal regulations. Fees are charged upon application for a qualifying process, either to the developer or to the resident.

**INTEREST INCOME RECEIPTS HISTORY**



This revenue results from the investment of idle City funds. Since the City's incorporation, interest earned was retained by the General Fund; however, in FY 2008, the City began allocating earned interest to the various operating funds in proportion to their participation in pooled cash.

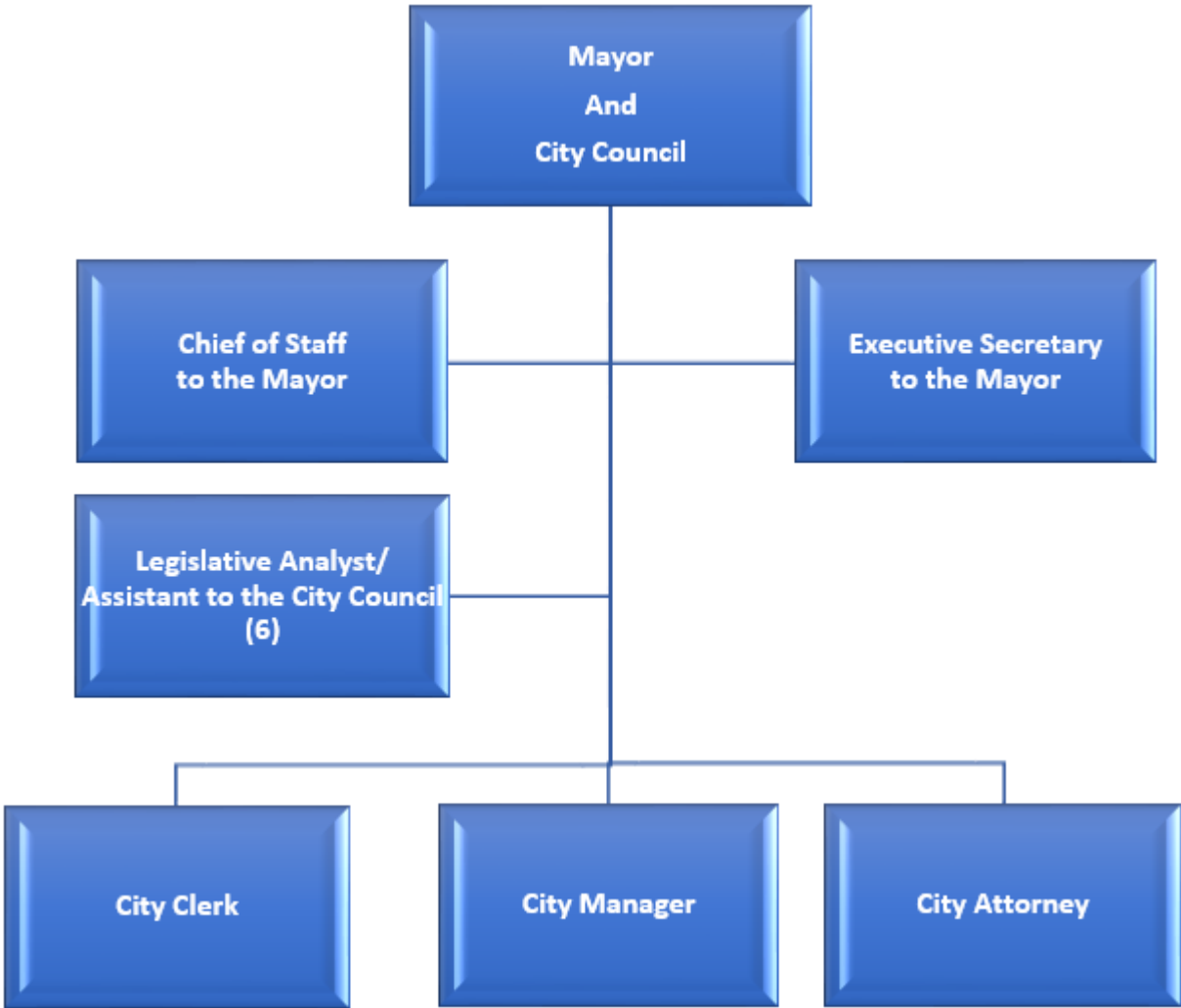


The background features a large yellow triangle on the left side, set against a blue background. A grey, three-dimensional arch shape is positioned in the center, overlapping the yellow triangle and the blue background. The text 'Department / Offices' is centered in the upper half of the image.

# Department / Offices

The City of Miami Gardens, Florida

LEGISLATIVE DEPARTMENT



## LEGISLATIVE DEPARTMENT

### MISSION

The Legislative Department accounts for the activities of the Mayor, City Council and associated support staff. The Mayor and City Council provide policy leadership for the City and perform other duties as prescribed in the City of Miami Gardens' Charter and applicable state law. The Mayor and City Council are considered officials and not employees of the City and thus, are not counted in the overall employment data.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Legislative Analyst/Asst. to the City Council	6.00	4.00	6.00
Executive Assistant to the Mayor	1.00	1.00	0.00
Chief of Staff to the Mayor	0.00	0.00	1.00
Legislative Aide to the Mayor	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>8.00</b>	<b>6.00</b>	<b>8.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$639,949	\$761,413	\$738,485	\$1,000,106	\$1,197,003
Operating Expenses	\$424,995	\$401,595	\$300,890	\$358,322	\$340,100
<b>TOTAL EXPENDITURES</b>	<b>\$1,064,944</b>	<b>\$1,163,007</b>	<b>\$1,039,375</b>	<b>\$1,358,428</b>	<b>\$1,537,103</b>

### ANALYSIS

The priorities for the Council for FY 2022 will be strategic planning and to provide guidance on the City's economic development plans.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

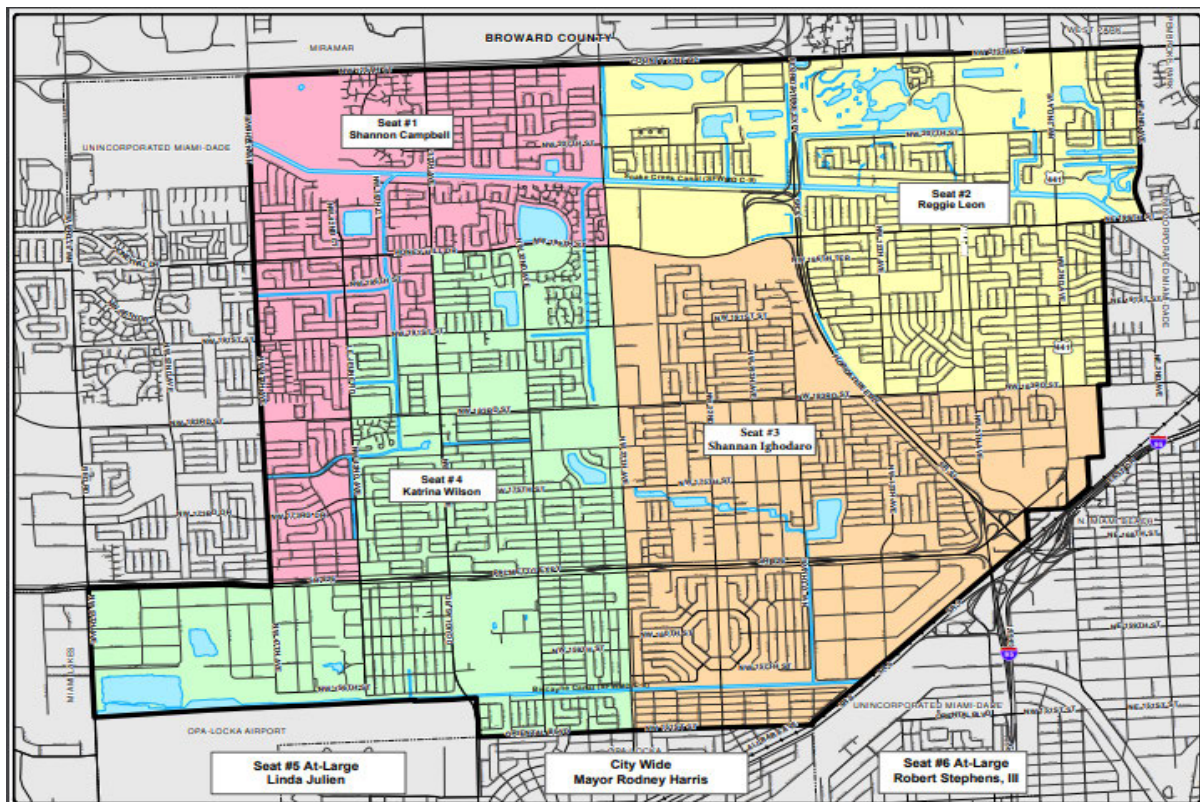
### FY 2021-2022 Goals and Objectives

Strategic Planning.

Oversight and direction of the expenditure of bond proceeds.

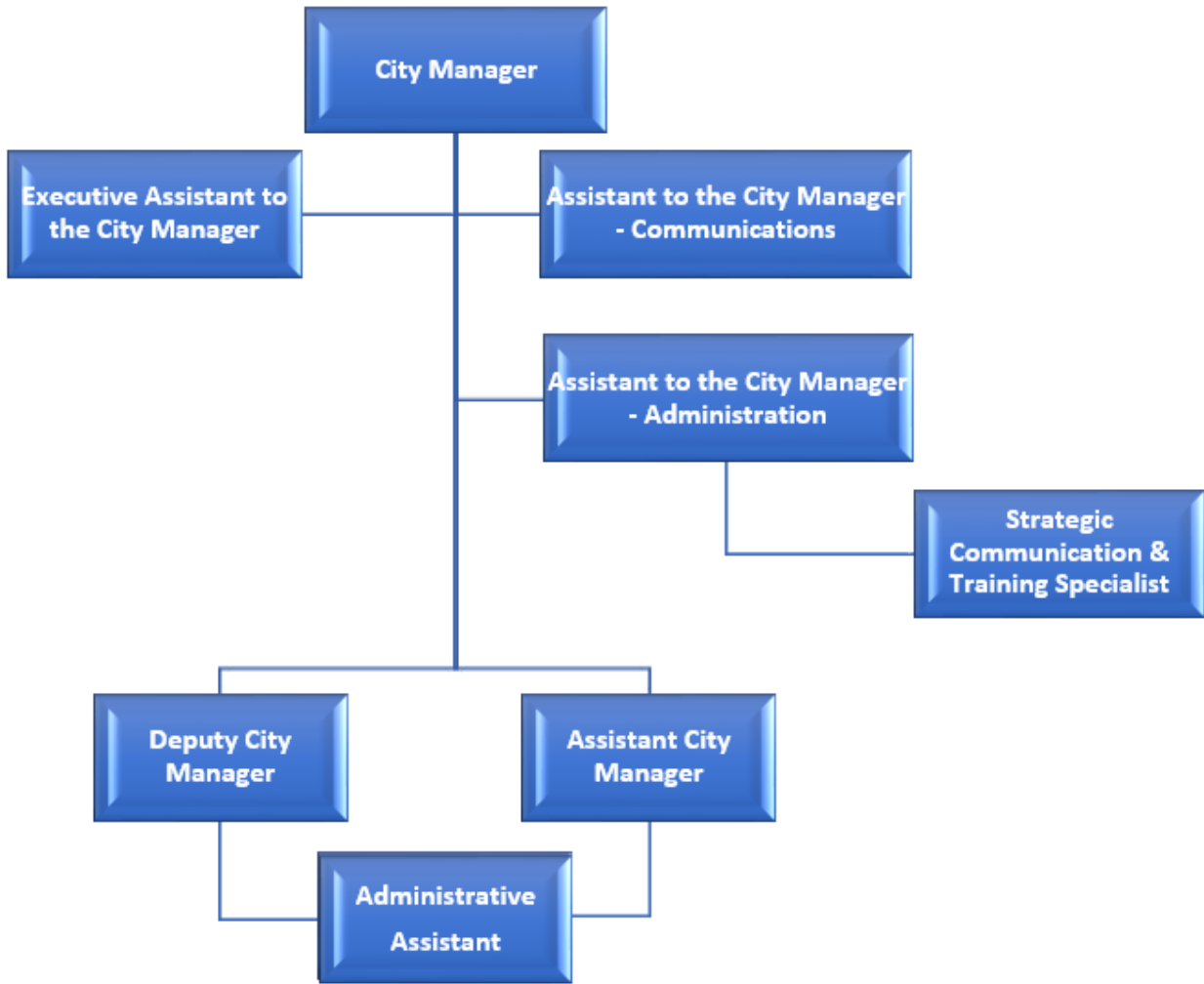
Provide guidance on the City's economic development plans.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Hold Budget Awareness meetings.	Number of forums held.	3	3	3
Adopt annual City operating plans.	Complete by September 30, of each year.	Completed on September 25, 2019	Completed on September 23, 2020	To be Completed on September 22, 2021



City Council Boundary Map

OFFICE OF THE CITY MANAGER



## OFFICE OF THE CITY MANAGER

### MISSION

The Office of the City Manager's budget accounts for the activities of the City Manager, Deputy City Manager, Assistant City Manager, and an Assistant to the City Manager. The City Manager is responsible for the day-to-day operation of the City through the various City Departments including staffing, preparing and administering the City budget, and recommending policy alternatives to the Mayor and City Council. The City Manager is appointed by the Mayor, confirmed by the City Council and reports to the Mayor and City Council.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
City Manager	1.00	1.00	1.00
Deputy City Manager	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00
Assistant to the City Manager	0.75	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Executive Assistant to the City Manager	1.00	1.00	1.00
Strategic Administrative Officer	1.00	0.00	0.00
Economic Development Representative	1.00	0.00	0.00
Strategic Communication & Training Specialist	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>8.75</b>	<b>7.00</b>	<b>7.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$1,278,361	\$1,248,310	\$1,354,085	\$1,284,873	\$1,353,816
Operating Expenses	\$135,362	\$108,110	\$148,433	\$113,446	\$131,306
<b>TOTAL EXPENDITURES</b>	<b>\$1,413,723</b>	<b>\$1,356,420</b>	<b>\$1,502,519</b>	<b>\$1,398,319</b>	<b>\$1,485,122</b>

### ANALYSIS

The Office of the City Manager does not deliver traditional services. Evaluation of the activities of the Department is somewhat subjective. The increase in personnel costs is attributed to a 4% salary increase for all staff.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Completed sale of the 35-acre City owned land for economic development

Advanced projects included in the Bond Implementation Plan

- Bunche Park (May 2021)
- Cloverleaf Groundbreaking (June 2021)
- Senior Family Center (July 2021)
- Andover Park Groundbreaking (July 2021)

The City's taxable value increased to 7.1%.

### FY 2021-2022 Goals and Objectives

Advance projects included in the Bond Implementation Plan

Increase the City's overall financial capacity

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Submit budget to Council as per City's Charter	Submit budget to Council before July 31 of each year.	Submit to Council on July 24, 2019	Submit as per budget calendar and prior to July 31	Submit as per budget calendar and prior to July 31
Conduct budget special meetings.	Number of workshops conducted	1	1	1
Customer Concerns	Percentage of customer concerns processed and closed.	100%	100%	100%

## HEALTH & HUMAN SERVICES - CDC REACH RISE PROJECT

### MISSION

The City of Miami Gardens was awarded a five-year (2018-2023) grant from the Department of Human Services, Centers for Disease Control and Prevention (CDC), Racial and Ethnic Approaches to Community Health (REACH) in an effort to support the work of Live Healthy Miami Gardens (LHMG).

This 5-year CDC program is designed to improve health, prevent chronic diseases, and reduce health disparities among racial and ethnic populations with the highest risk, or burden, of chronic disease. The REACH project will align with the practices promoted by the CDC's National Center for Chronic Disease Prevention and Health Promotion program.

The goal of the project is to reduce chronic disease cases and deaths in Miami Gardens by increasing resident access of preventive and primary care resources, increasing the supply of and demand for healthy local foods, and transforming built and social environments to sustain improved physical activity levels and nutrition quality.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Administrative Assistant	0.80	0.80	0.80
Program Director	1.00	1.00	1.00
Program Associate	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>

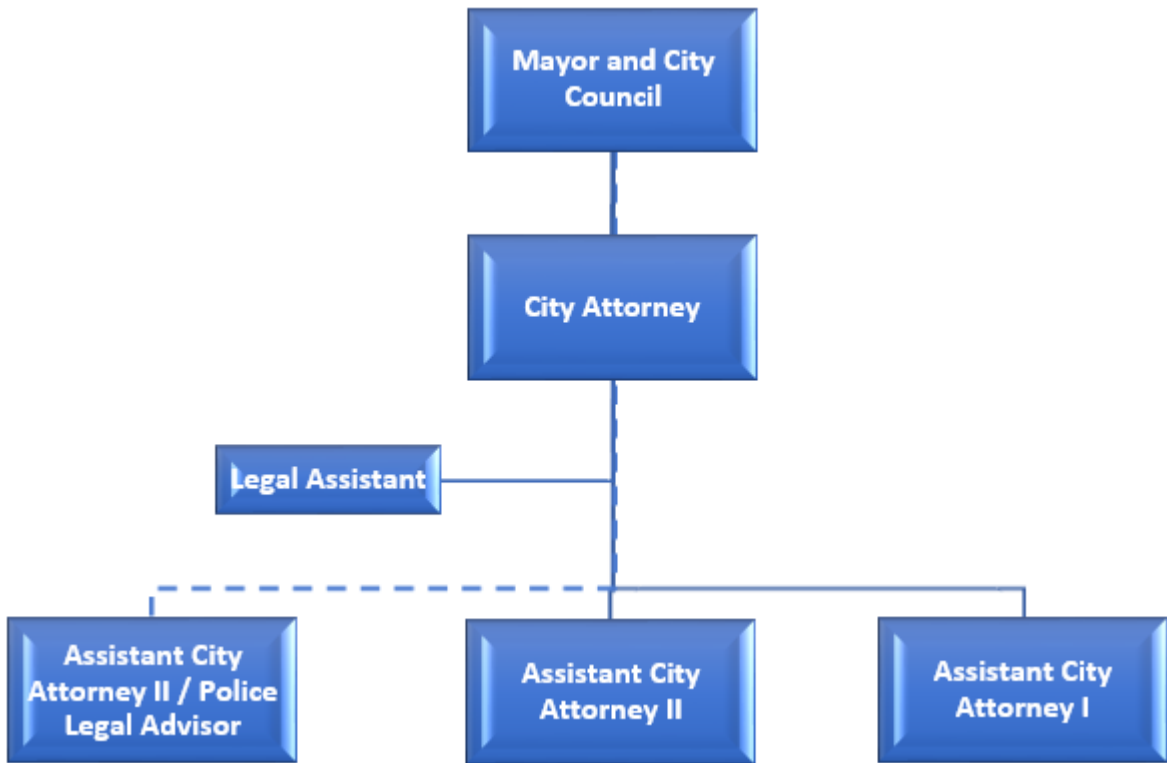
PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$0	\$130,613	\$193,227	\$209,343	\$242,464
Operating Expenses	\$0	\$413,644	\$399,614	\$483,245	\$450,124
<b>TOTAL DIVISION</b>	<b>\$0</b>	<b>\$544,257</b>	<b>\$592,842</b>	<b>\$692,588</b>	<b>\$692,588</b>

### ANALYSIS

The project's five-year (2018-2023) goal for Miami Gardens is to measurably reduce chronic disease cases and deaths, by a) increasing resident access of preventive and primary care resources, b) increasing supply of and demand for healthy local foods, and c) transforming built and social environments to sustain improved physical activity levels and nutrition quality.



OFFICE OF THE CITY ATTORNEY



## OFFICE OF THE CITY ATTORNEY

### MISSION

The Office of the City Attorney provides full legal service to the City in all legal areas. The Office interprets drafts and administers City ordinances, and contracts; represents the City in litigation matters, real estate transactions and land use matters. Moreover, this Office provides general legal advice to the City on various matters, including, but not limited to, contractual, business, municipal labor relations, civil service rights, bond issues, planning and zoning, code enforcement and community redevelopment. The Police Legal Advisor also provides full legal support to the City's Police Department.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
City Attorney	1.00	1.00	1.00
Assistant City Attorney II	0.00	0.00	1.00
Assistant City Attorney I	0.00	0.00	1.00
Assistant City Attorney	1.00	1.00	0.00
Legal Assistant	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$514,323	\$514,324	\$565,576	\$697,004	\$767,830
Operating Expenses	\$168,269	\$159,551	\$112,039	\$291,450	\$292,450
<b>TOTAL EXPENDITURES</b>	<b>\$682,593</b>	<b>\$673,875</b>	<b>\$677,615</b>	<b>\$988,454</b>	<b>\$1,060,280</b>

### ANALYSIS

The Office of the City Attorney has continued to manage and handle legal matters for the City with professionalism and competency, with a small staff. They continue to oversee outside counsel on major litigation matters while handling a variety of cases in house, including appeals, foreclosure litigation, quiet title, and land use litigation. In FY 2021, an additional Assistant City Attorney I position was added at mid-year.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Filed claims on behalf of the City resulting in almost \$400,000 in surplus funds relating to liens against properties in the City.

Provided training to newly elected officials.

Continued litigation against NMB on water surcharge issue.

Chaired the City Attorney's Committee of the Miami-Dade County League of Cities (MDCLC) and provided numerous trainings for MDCLC.

Continued to successfully represent the City in numerous litigation matters.

### FY 2021-2022 Goals and Objectives

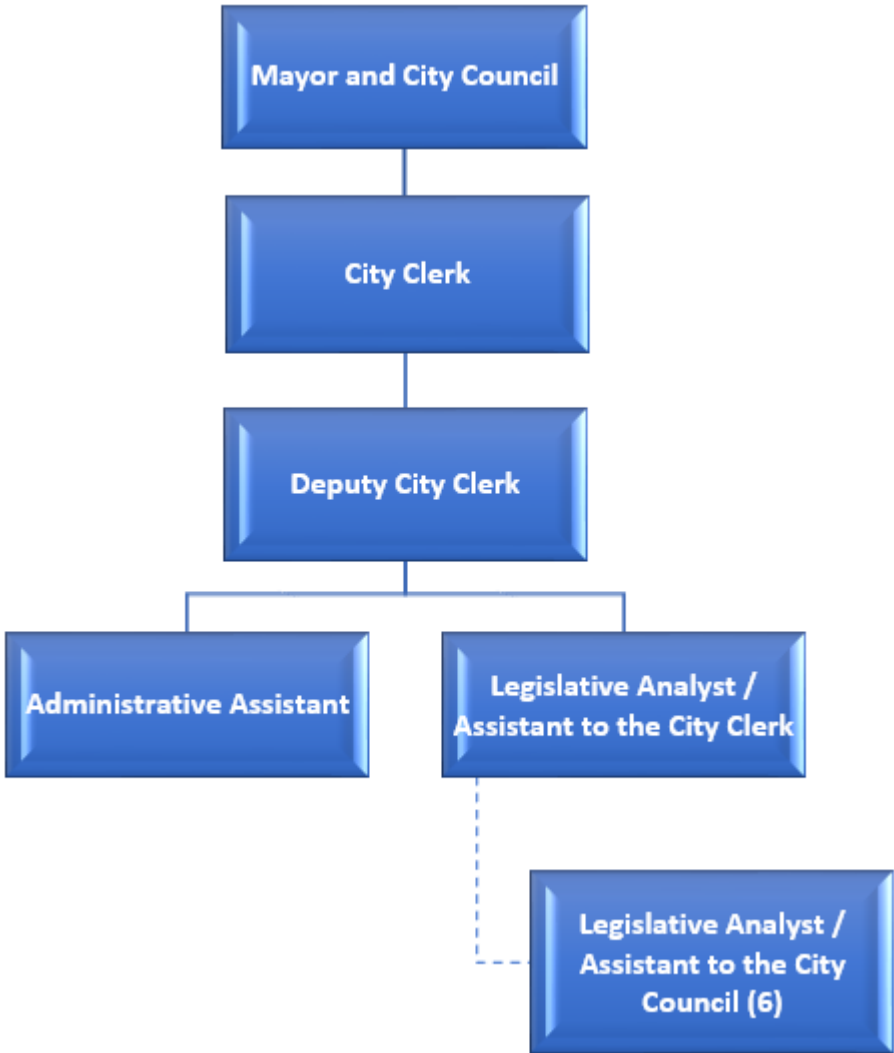
Continuing to successfully represent the City with litigation matters.

Working with the Jazz in the Gardens team for Jazz 2022.

Resolving the lawsuit with NMB.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Serve as legal advisor to the City Council, City Manager, Directors & other City officials and agencies.	Approximately the number of legal opinions rendered each day.	Daily	Daily	Daily
Provide formal written and informal/oral opinions as requested by City Council, City Manager, Directors and Staff.	Approximately the number of legal opinions rendered each day.	Daily	Daily	Daily
Defend the City in lawsuits, brought in Court and in administrative proceedings and pursue suits on behalf of the City.	Percentage of cases won within the FY.	Majority	Majority	Majority
Prepare Ordinances.	Number of Ordinances prepared within 90 days	19	15	15
Prepare Resolutions.	Number of Resolutions prepared within 90 days.	250	250	250
Provide contract and other document review and preparation.	Number of contracts reviewed or prepared within the FY.	Approx. 75	Approx. 75	Approx. 75

OFFICE OF THE CITY CLERK



## OFFICE OF THE CITY CLERK

### MISSION

The Office of the City Clerk is committed to providing the highest quality and level of professional and courteous customer service by creating, maintaining and safeguarding the official records of the City in accordance with state law and the Code of Ordinances. Our mission is to facilitate and support city legislative processes and meetings, record and provide access to the City's official records, preserve the City's history, and conduct elections with integrity.

The Office of the City Clerk is responsible for conducting all City elections and for preserving all permanent records, ordinances, resolutions, proclamations, minutes, contracts, historical documents and other official records in compliance with Florida Statutes and City of Miami Gardens Code of Ordinances. The Clerk also administers the lobbyist registration ordinance. The Clerk is responsible for preparation and distribution of the City Council agenda. In addition, the City Clerk provides services to: the Code Compliance Division as Clerk to Special Master Hearings as it relates to Code Enforcement Cases; the Miami Gardens Police Department as Clerk to Special Master Hearings as it relates to Red Light Camera hearings; and the Miami Gardens Police Department as Clerk to Special Master Hearings as it relates to Cry Wolf/False Alarm Hearings.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
City Clerk	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Deputy Clerk	1.00	1.00	1.00
Legislative Analyst/Assistant to the City Clerk	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$353,454	\$422,897	\$458,984	\$472,799	\$520,886
Operating Expenses	\$83,902	\$154,225	\$126,986	\$134,685	\$122,685
<b>TOTAL EXPENDITURES</b>	<b>\$437,356</b>	<b>\$577,123</b>	<b>\$585,970</b>	<b>\$607,484</b>	<b>\$643,571</b>

### ANALYSIS

There are no major changes in the FY2022 budget as compared to the previous year. Sufficient funding has been made available to conduct the necessary operations of the Office.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Conducted the 2020 Municipal Election.

Coordinated the 2021 Mayor and City Council Retreat.

Implemented the use of electronic signature on legislative documents.

Implemented Advisory Board Manager Software via iCompass.

### FY 2021-2022 Goals and Objectives

Successfully conduct the 2022 Municipal Election.

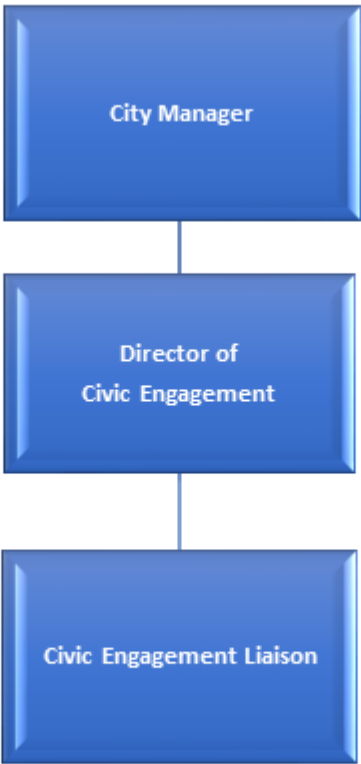
Implement an electronic campaign finance filing solution.

Create a Citywide Records Management Policy.

Improve the management of the City Council's Advisory Boards, Commissions, and Committees.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Submit finalized agenda items to Mayor for review by the established deadline 100% of the time.	Percentage of agenda items submitted by establish deadline.	100%	100%	100%
Prepare and distribute Council agenda by established deadline 100% of the time.	Percentage of agenda distributed in accordance with timeframe.	100%	100%	100%
Process all ordinances and resolutions within 10 working days after signed by the Mayor.	Percentage of time signed ordinances and resolutions are processed within required timeframe.	100%	100%	100%
Prepare minutes for City Council approval per scheduled.	Percentage of minutes prepared per schedule.	95%	95%	100%
Provide efficiency in responding to Public Record Requests.	Provide responses within 15 working days of requests.	95%	90%	95%

OFFICE OF CIVIC ENGAGEMENT



## OFFICE OF CIVIC ENGAGEMENT

### MISSION

The Office of Civic Engagement was created to enhance the City's engagement with its residents and local business community, to aid in building a trusting relationship between the City and the community, to implement various civic awareness initiatives, to grow and develop the City's business districts to create a livable and economically vital community.

The overarching goal for the Office of Civic Engagement is to educate, inform and empower Residents and Business Owners. Through proactive and positive engagement opportunities, residents gain the knowledge needed to contribute as active and informed members of a democratic society in order to promote the growth of a healthy city, local economic vitality, social justice and the common good.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Office Director of Civic Engagement	1.00	1.00	1.00
Civic Engagement Liaison	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$0	\$28,895	\$223,184	\$224,056	\$246,227
Operating Expenses	\$0	\$12,709	\$179,801	\$95,000	\$112,000
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$41,604</b>	<b>\$402,985</b>	<b>\$319,056</b>	<b>\$358,227</b>

### ANALYSIS

In FY 21-22, the budget will reflect a increase due to additional funding for Professional Services and Promotional activities based on the new Strategic Action Plan. Additional training is also included for new Director.



## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Conducted ongoing communications campaigns to educate on the virus, the importance of testing and to support vaccination.

Provided over 50,000 hot meals during the beginning of the pandemic (CDBG Cares Act Funding) over a four (4) week period.

Hosted monthly food distribution events in partnership with Feeding South Florida.

Coordinated with local healthcare providers to support COVID Vaccination events including providing space, transportation, and logistical and administrative support.

Hosted a number of community events to distribute Personal Protection Equipment (PPE) to our community.

Established a Business Assistance Program to provide financial assistance to small businesses in Miami Gardens.

### **FY 2021-2022 Goals and Objectives**

Provide business support and technical assistance for (25) businesses in the City.

Conduct outreach and education opportunities through seminars.

Develop COVI-19 Business Support Programs.

Establish a COVID-19 Vaccination Site within Miami Gardens.

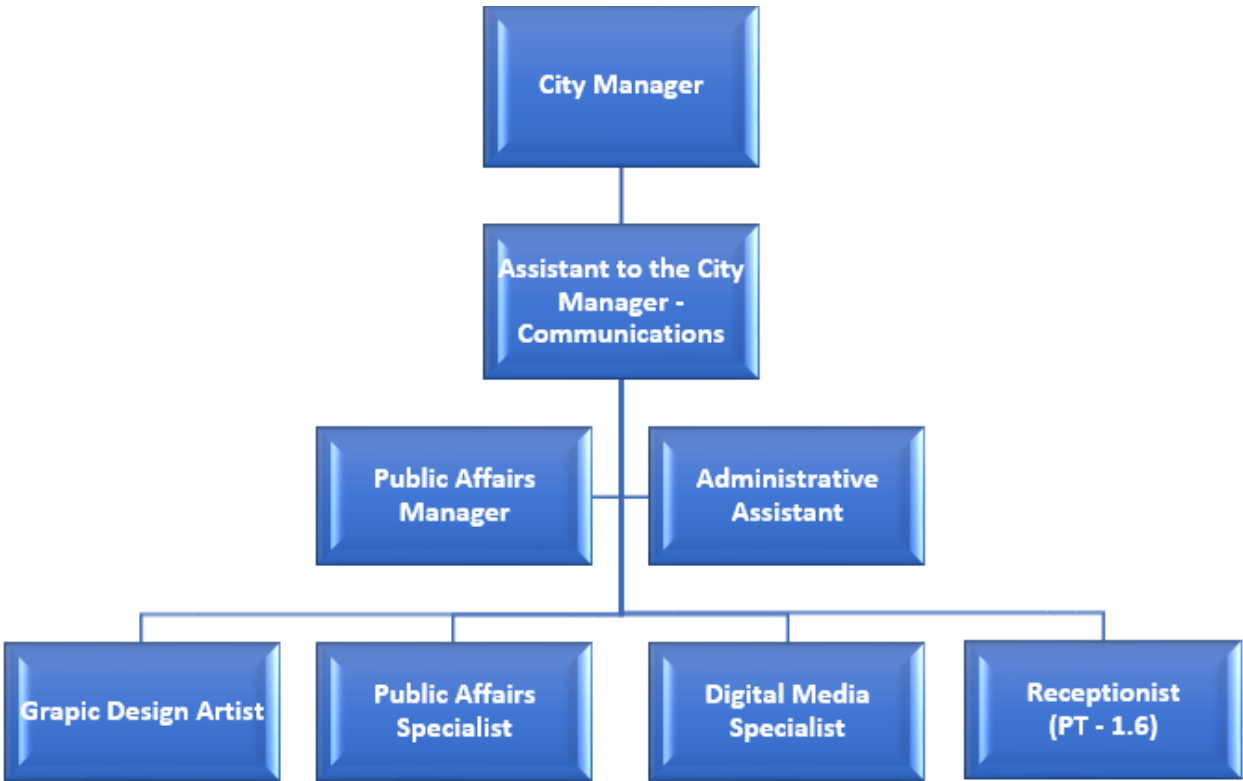
Develop a comprehensive Map Guide that provides information regarding City boundaries and other important information regarding City departments.

Publish a “Doing Business with the City of Miami Gardens” guide.

Create a “Welcome to the City of Miami Gardens” technical assistance workshop for new businesses.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Promote and maintain a positive City image.	Number of Outreach and collaborative opportunities achieved.	15	20	30
Encourage proactive civic engagement.	Number of residents that participate in engagement initiative	1,000	1,500	2,500
Provide business support and technical assistance	Number of businesses that receive assistance	N/A	25	50
Establish COVID-19 Vaccination Sites within Miami Gardens	Number of sites established within the City	N/A	1	3

OFFICE OF PUBLIC AFFAIRS



## PUBLIC AFFAIRS OFFICE

### MISSION

The Public Affairs Division is responsible for coordinating the City's public, media, marketing and external relations. This office is further tasked with the organization of seasonal activities, publicity/marketing campaigns, managing crisis and addressing negative publicity. Other duties involve developing the day to day management of all internal and external communication strategies as well as long-term strategies for both. The Public Affairs Division is responsible for producing professionally written documents, brochures, summaries, books, manuals and reports as directed by the City Manager.

The role of the Public Affairs Division is quite diverse in the sense it must function in dual or multiple roles to meet the demands for public information in this present era. The Public Affairs Division is an intricate part in establishing positive relationships with all outside entities and the community. The primary goal of the Office is to disseminate information and keep the public informed, in conjunction with working with the media to allow this to happen.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Assistant to the City Manager - Communications	0.00	0.00	1.00
Director of Public Affairs	1.00	1.00	0.00
Public Affairs Manager	0.00	0.00	1.00
Graphic Artist	1.00	1.00	1.00
Public Affairs Specialist II	1.00	2.00	1.00
Public Affairs Specialist I	1.00	0.00	0.00
Digital Media Specialist	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00
Receptionist (part-time)	2.40	2.40	1.60
<b>TOTAL STAFFING</b>	<b>7.40</b>	<b>8.40</b>	<b>7.60</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$199,688	\$343,605	\$475,199	\$562,836	\$604,597
Operating Expenses	\$4,120,815	\$347,861	\$566,109	\$307,000	\$329,500
<b>TOTAL EXPENDITURES</b>	<b>\$4,320,503</b>	<b>\$691,467</b>	<b>\$1,041,308</b>	<b>\$869,836</b>	<b>\$934,097</b>

### ANALYSIS

The increase in personnel costs is attributed to a 4% salary increase for all staff.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Produce all graphic designs for City programs and services, and most Council initiatives.

Lead communications efforts for all City and Council programs across traditional and social media platforms.

Rolled out the City's All-America City campaign.

Launched the e-requisition platform to automate and coordinate requests for City services and resources.

Launched an intranet for the Public Affairs Department.

Implement NeoGov Learn to track and manage all employee trainings.

Produced the weekly Stay in the Know Report.

### **FY 2021-2022 Goals and Objectives**

Produce a strategic plan for the organization as directed by the City Manager.

Implement wayfinding signage throughout the City.

Redesign the City's website.

Develop an employee recognition program.

Develop a new employee orientation program.

Launch Everbridge emergency alerts system.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Communicate information to the City's residents through written material.	Number of publications/flyers/ads/ electronic communications disseminated.	1,020	1,030	1,030
Effectively engage residents using social media.	Number of fans/followers/ subscribers on the City's Facebook, Twitter, Instagram, and constant contact page (culmative total).	20,000	20,200	20,200
Effectively communicate with media outlets.	Number of media inquiries responded to within 24 hours of initial inquiry.	180	80	80
Provide (promote) quality cultural, educational and recreational programming for City residents.	Number of City-sponsored and co-sponsored events.	200	250	250
Promote a positive image for Miami Gardens.	Number of graphic design projects produced.	250	500	500

## SPECIAL EVENTS DIVISION

### MISSION

The City of Miami Gardens Special Events Division will provide quality citywide special events to the community that offer ever-changing activities, entertainment, and incomparable customer service in a clean, safe environment.

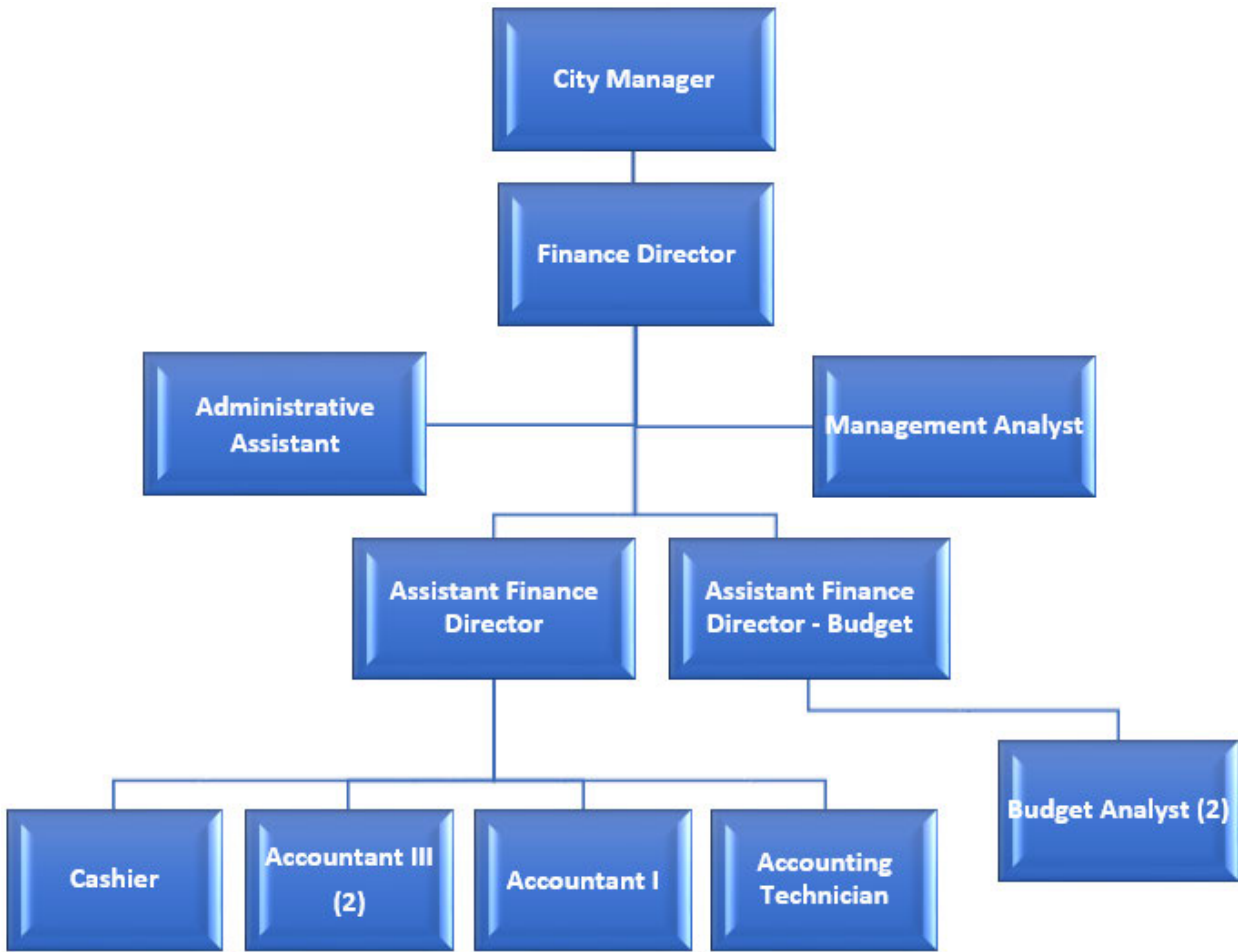
The City's signature event, the Jazz in the Gardens music festival, has become one of the premiere spring events in the southeastern region of the United States. Based on the overwhelming response received in past years, the City has strategically positioned Jazz in the Gardens as a national event, rapidly gaining increased recognition and visibility.

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Operating Expenses	\$7,025	\$4,231,948	\$2,089,066	\$3,436,000	\$3,887,500
<b>TOTAL EXPENDITURES</b>	<b>\$7,025</b>	<b>\$4,231,948</b>	<b>\$2,089,066</b>	<b>\$3,436,000</b>	<b>\$3,887,500</b>



2019 Jazz in the Gardens

FINANCE DEPARTMENT





## FINANCE DEPARTMENT

### MISSION

The Finance Department is responsible for maintaining the fiscal integrity of the City's finances by ensuring accounts are paid on time, purchase orders are proper, revenue is properly accounted for and the general ledger of the City is accurate. The Department monitors the financial activities of all City Departments to ensure compliance with City policies and general accounting principles. It ensures travel vouchers and other receipts are complete and proper, petty cash is handled accurately and according to policy. The Department assists the City Manager in the preparation of the annual budget and prepares the Comprehensive Annual Financial Report and the Popular Annual Financial Report, and implements internal control procedures that safeguard all City assets.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Finance Director	1.00	1.00	1.00
Assistant Finance Director	2.00	1.00	2.00
Management Analyst	1.00	1.00	1.00
Accountant III	1.00	2.00	2.00
Accountant II	2.00	0.00	0.00
Accountant I	1.00	1.00	1.00
Cashier	1.00	1.00	1.00
Administrative Assistant	0.00	0.50	0.50
Controller	0.00	1.00	0.00
Accounting Technician	0.00	1.00	1.00
Budget Analyst	0.00	2.00	2.00
<b>TOTAL STAFFING</b>	<b>9.00</b>	<b>11.50</b>	<b>11.50</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$975,390	\$850,472	\$1,017,162	\$1,220,332	\$1,267,041
Operating Expenses	\$86,404	\$83,953	\$94,956	\$102,038	\$110,081
<b>TOTAL DEPARTMENT</b>	<b>\$1,061,794</b>	<b>\$934,424</b>	<b>\$1,112,118</b>	<b>\$1,322,370</b>	<b>\$1,377,122</b>

### ANALYSIS

There are no major changes in FY 2022 budget as compared to the previous year. Sufficient funding has been made available to conduct the necessary operations of the department.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Received GFOA Distinguished Budget Presentation Award for FY 2021 Budget document.

Received Certificate of Achievement for Excellence in Financial Report (COA) for the FY 2020 Comprehensive Annual Financial Report.

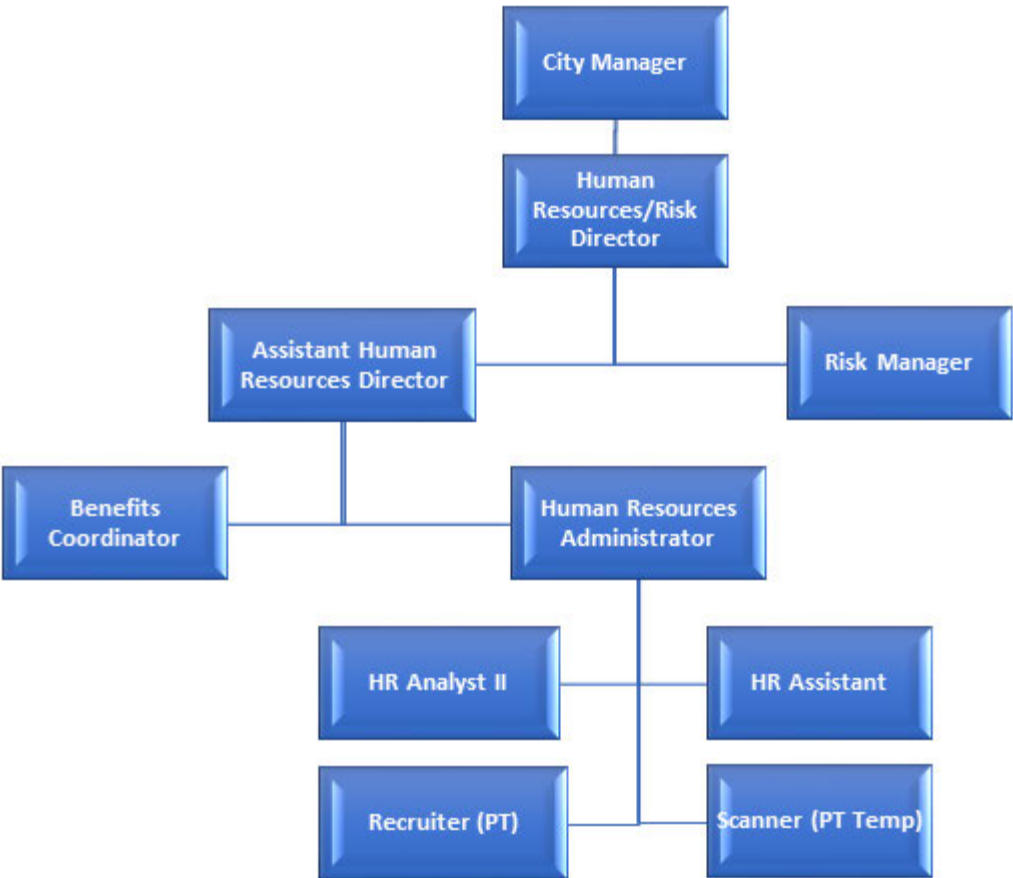
### FY 2021-2022 Goals and Objectives

To secure COA award for the FY 2021 Comprehensive Annual Financial Report and the Distinguished Budget Presentation Award for the FY 2022 Budget document.

Automate Comprehensive Annual Financial Report

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Obtain Budget Award from GFOA.	Did the City receive the Award?	Yes	Yes	Not available until Budget is completed
Receive unqualified auditor opinion.	Did the City receive unqualified opinion?	Yes	Yes	Not Available until CAFR issued
Provide efficiency in Accounts Payable.	Payment made within 30 days.	76%	81%	81%
Accuracy in Accounts Payable.	Percentage of voided checks over total checks issued.	1.30%	1.00%	1.00%

HUMAN RESOURCES DEPARTMENT



## HUMAN RESOURCES DEPARTMENT

### MISSION

The Human Resources Department provides administrative support, subject matter expertise, and consultative services to approximately six hundred (600) full-time, part-time, seasonal employees, interns, and retirees. The Department strives for operational effectiveness and efficiency in its delivery of Human Resources, Organizational Development and Risk Management services in support of the City's global goals and objectives. Our success hinges on earning and maintaining the trust, satisfaction, respect and confidence of our internal and external customers, leading change and instilling a sense of community, pride and loyalty in City of Miami Gardens employees.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Human Resources and Risk Director	1.00	1.00	1.00
Assistant Human Resources Director	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00
Human Resources Administrator	1.00	1.00	1.00
Benefits Administrator	0.00	0.00	1.00
Benefits Coordinator	1.00	1.00	0.00
Human Resources Analyst II	1.00	1.00	1.00
Recruiter (Part Time)	0.80	0.80	0.80
Receptionist	0.50	0.00	0.00
Receptionist (Part Time)	0.80	0.00	0.00
Scanner (Part Time)	0.80	0.80	0.80
HR Assistant	0.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>8.90</b>	<b>8.60</b>	<b>8.60</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$874,504	\$964,214	\$1,020,833	\$1,051,632	\$1,096,780
Operating Expenses	\$216,625	\$155,877	\$139,886	\$165,310	\$209,048
<b>TOTAL EXPENDITURES</b>	<b>\$1,091,129</b>	<b>\$1,120,091</b>	<b>\$1,160,719</b>	<b>\$1,216,942</b>	<b>\$1,305,828</b>

### ANALYSIS

For FY 22, The Human Resource department will continue to look into additional funding that will provide outside council to assist with labor negotiations and other personnel issues.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Successfully Contracted Negotiations for the Collective Bargaining Agreement between the Federation of Public Employees (FPE) and the City of Miami Gardens.

Implemented NEOGov program to make the onboarding process paperless.

### FY 2021-2022 Goals and Objectives

Paperless Open Enrollment for 2022 Employee Benefits, including, Health Insurance, Life Insurance, Dental Insurance, Vision Insurance, and Disability Insurance.

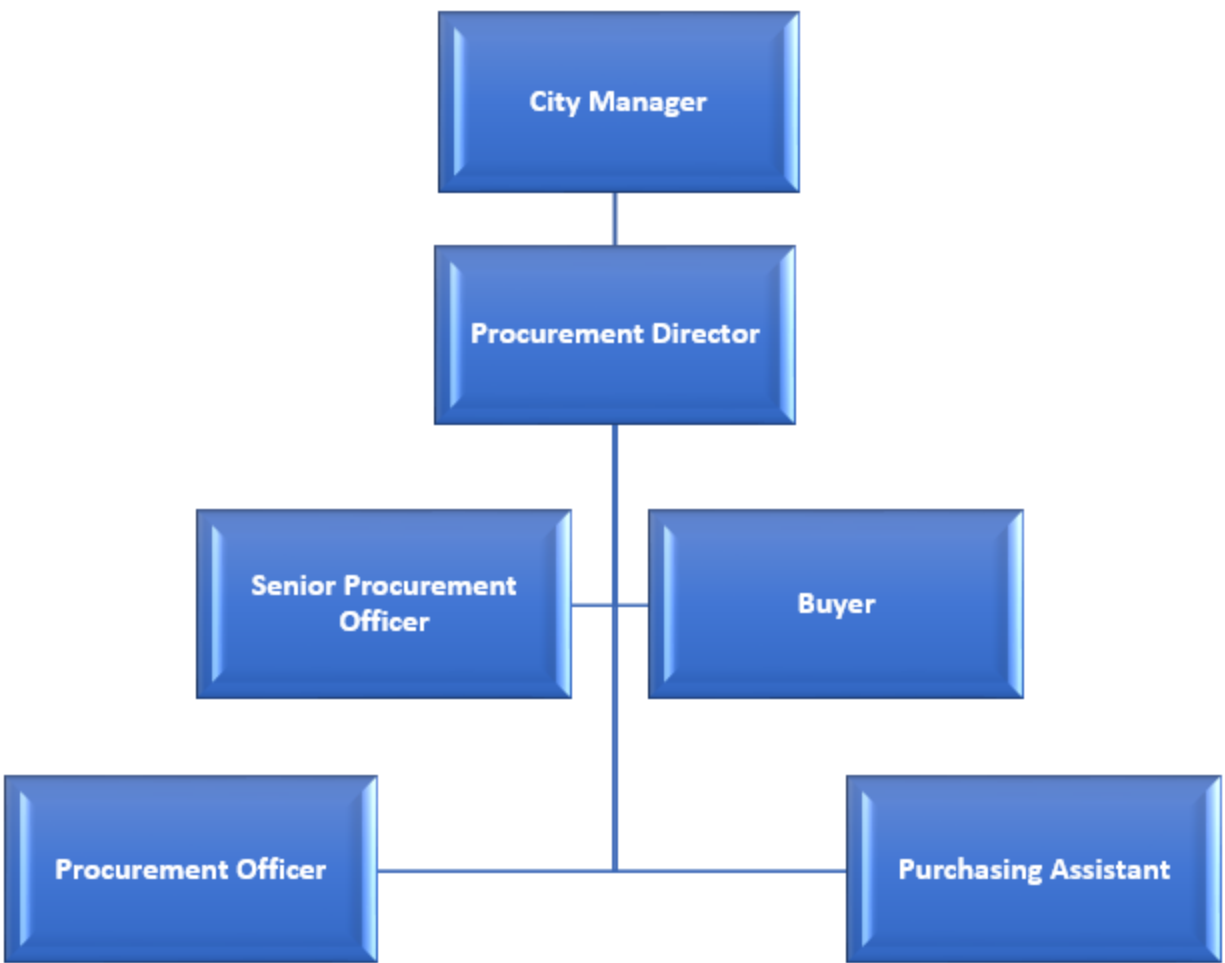
City-wide job analysis and review of job descriptions along with salary classifications.

Develop succession plan for the Department.

Successful Contract Negotiations for the Collective Bargaining Agreement between the PBA and the City of Miami Gardens.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Return all employee performance evaluations revised to departments within 1 week.	Percentage of time employee evaluations were processed within 1 week of evaluation date.	90%	90%	95%
Safety Committee Meetings.	Number of Safety Committee meetings conducted.	2	2	2
During open enrollment, ensure that 100% of changes are accurately processed and entered into Eden.	Percentage of changes submitted to the insurance carrier.	92%	92%	95%

PROCUREMENT DEPARTMENT



## PURCHASING DEPARTMENT

### MISSION

The Purchasing Department is committed to reducing the cost of government spending by promoting a cohesive procurement system that ensures integrity and fairness, to acquire commodities, services and construction, while creating opportunities for vendor participation and encouraging business and residential economic growth within our Community.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Procurement Director	1.00	1.00	1.00
Senior Procurement Officer	1.00	1.00	1.00
Purchasing Officer	1.00	1.00	1.00
Buyer	1.00	1.00	1.00
Purchasing Assistant	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$345,600	\$453,483	\$428,940	\$497,767	\$522,501
Operating Expenses	\$24,579	\$25,489	\$24,602	\$28,865	\$29,125
<b>TOTAL EXPENDITURES</b>	<b>\$370,179</b>	<b>\$478,972</b>	<b>\$453,543</b>	<b>\$526,632</b>	<b>\$551,626</b>

### ANALYSIS

The Purchasing Department plays a large role in ensuring the City Departments receive the best quality of goods and services for the lowest prices in a timely manner. There are no major changes in the FY 2022 budget, as compared to the previous year. Sufficient funding has been made available to conduct the necessary operations of the Office.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Managed and promoted City of Miami Gardens Business and Resident Economic Growth Plan (CMG-BREP).

Hosted local outreach seminars.

Introduced electronic vendor registration.

### FY 2021-2022 Goals and Objectives

Increase small business outreach and interaction with the City of Miami Gardens.

Host (3) outreach seminars annually.

Host virtual classes for City staff and two (2) annual Citywide Procurement training.

Revise Procurement Manual.

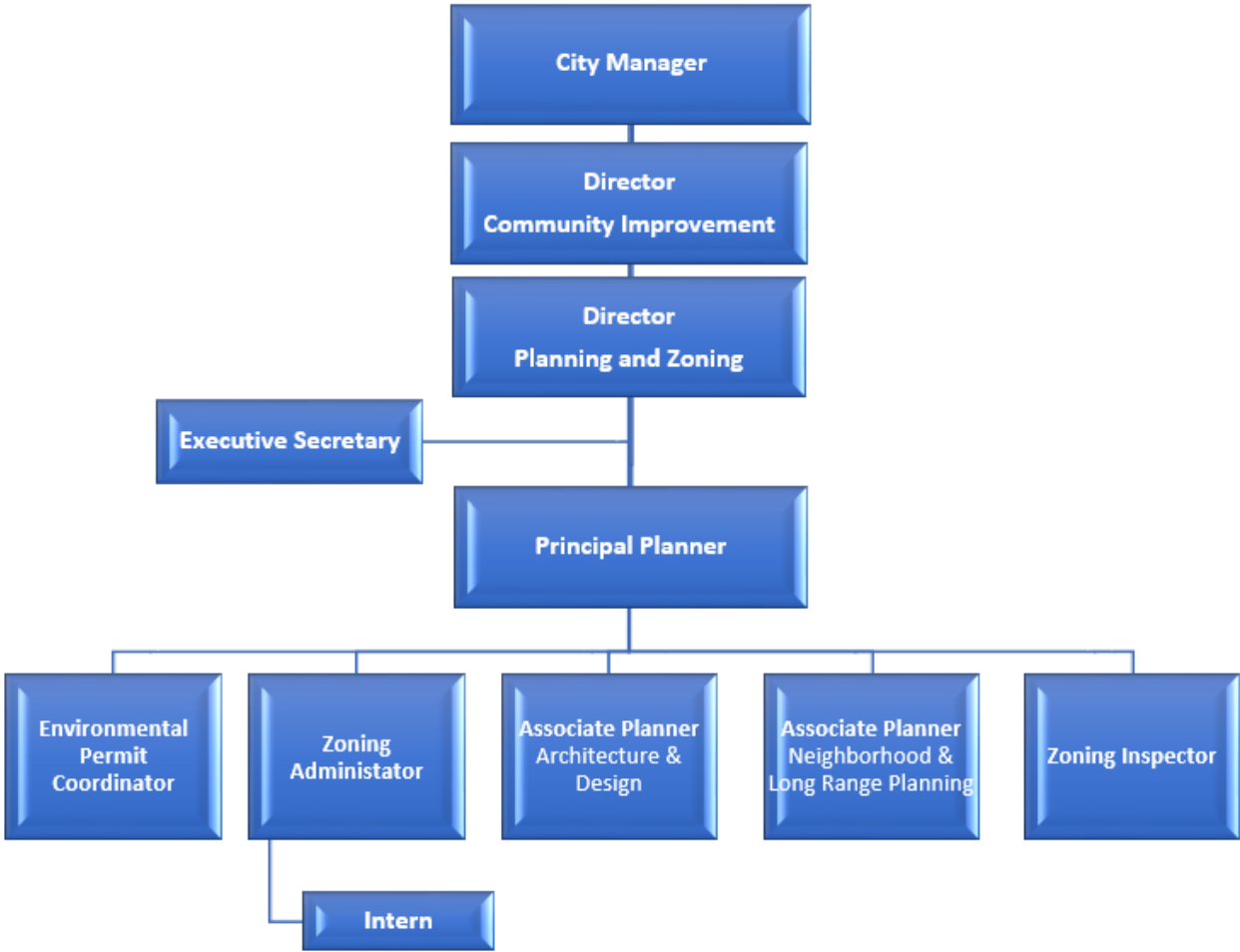
Revise Purchasing Card Manual.

Process  $\geq 90\%$  Requisition and related Purchase Orders within 5 days of receipt OF Requisition in OPM.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Meet or exceed external customer expectations on Request for Proposals.	Number of protests* per \$25 million purchased.	0	0	0
City of Miami Gardens Business Resident Economic Plan (CMG-BREP)	Number of City of Miami Gardens Residents Employed through the CMG-BREP	16	4	20
Workload - volume of purchase orders processed within the Division.	Number of purchasing transactions.	783	661	650
Proficiency in processing Purchase Orders.	Purchase Orders processed within 5 days in receipt by Purchasing Division.	average 1 day processing time	average 1 day processing time	average 1 day processing time



## PLANNING AND ZONING DIVISION



## PLANNING AND ZONING DIVISION

### MISSION

The Planning and Zoning (P&Z) division is one of five divisions that makes up the Community Improvement Department. The Planning and Zoning (P&Z) Office is responsible for all planning and zoning activities throughout the City. Our mission is to utilize the Land Development Regulations as an economic development tool to promote land development activities which provide opportunities for the business community and which enhance the living environment for residents of the City.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Planning & Zoning Director	1.00	1.00	1.00
Associate Planners	2.00	2.00	2.00
Executive Secretary	0.00	0.10	0.10
Zoning Inspector	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00
Environmental Permit Coordinator	0.00	0.00	1.00
Zoning Administrator	1.00	1.00	1.00
Community Improvement Director	0.00	0.20	0.20
Intern	0.00	0.50	0.50
<b>TOTAL STAFFING</b>	<b>6.00</b>	<b>6.80</b>	<b>7.80</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$366,214	\$519,675	\$646,784	\$652,881	\$794,744
Operating Expenses	\$259,720	\$51,871	\$107,488	\$121,223	\$122,161
Capital Outlay	\$0	\$0	\$41,056	\$18,608	\$18,608
<b>TOTAL EXPENDITURES</b>	<b>\$625,934</b>	<b>\$571,546</b>	<b>\$795,328</b>	<b>\$792,712</b>	<b>\$935,513</b>

### ANALYSIS

The Planning and Zoning Office is expected to continue to see an increase in both public and private development as General Obligation Bond projects come under review and as the City continues to attract commercial and industrial development along with entertainment uses. Significant updates to the Comprehensive Development Master Plan, Sign Code and Entertainment Overlay District have been made over the previous years including updates to the sign code to enhance community aesthetics, incorporation of emerging industries such as microbreweries into the zoning code, establishment of design standards within the Entertainment Overlay to ensure an iconic City Center that is a destination in and of itself, and updates to the Comprehensive Development Master Plan to properly guide and manage growth. Further improvements to the code and internal processes will continue in the coming fiscal year in order to ensure an efficient, user friendly development process along with a system that is less paper-based.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Achieved Go-Live status for the Energov E-permitting software system and full conversion to digital plan submission and processing; providing for more timely permit reviews, improving internal efficiencies, and offering greater convenience to customers.

Completed Customer Service Training Series and implemented measures to provide improved customer service experience.

Completed the digitization of plans and permits to alleviate storage needs and facilitate prompt responses to public records requests.

### FY 2021-2022 Goals and Objectives

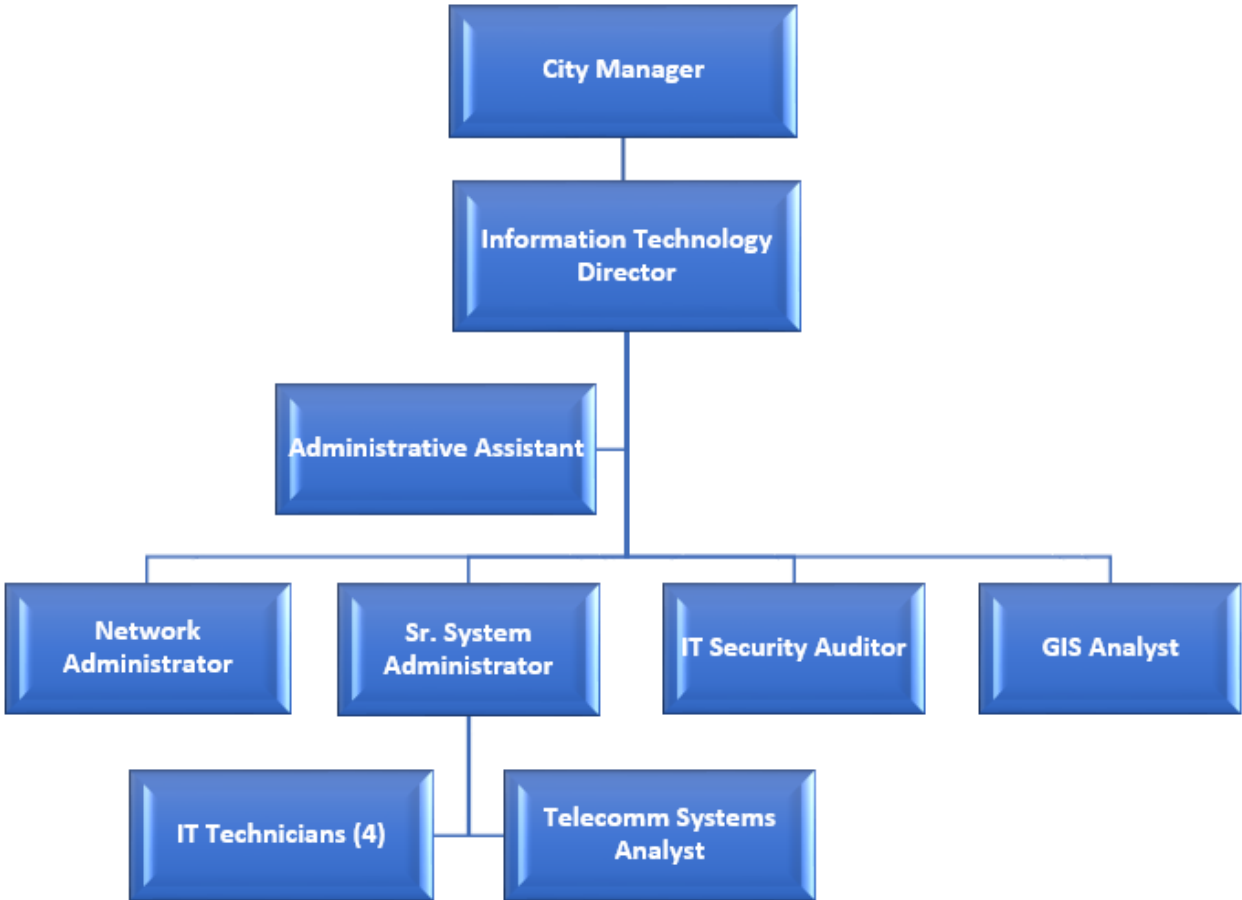
Create and adopt architectural design standards to continue improving design aesthetics of major projects throughout the City and continued enhancement of the City's commercial corridors.

Conduct a Neighborhood Planning exercise featuring a targeted community within the City for area improvements and revitalization.

Achieve compliance for all Tree complaints transferred to the City by DERM under the City's new Tree Impact program previously under the purview of Miami-Dade County.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Improve aesthetics and design throughout the City and continue to visibly enhance all major commercial corridors.	Creation and adoption of an easy reference guide of the City's architectural and design standards	Not Measured	Not Measured	100%
Improve and enhance existing neighborhood stock and older industrial sites within the City in a manner that is complementary to newer development	Establishment of policy changes and adoption of new codes targeting key residential and industrial areas within the City.	Not Measured	Not Measured	100%
Restore and improve the tree canopy throughout the City.	100% compliance of all tree complaints within 6 months of notice of violation.	Not Measured	Not Measured	100%

INFORMATION TECHNOLOGY DEPARTMENT



## INFORMATION TECHNOLOGY DEPARTMENT

### MISSION

The Information Technology Department is committed to providing responsible help desk service and solutions to all City Departments. The Information Technology Department will continue to improve business processes and implement solutions with the use of technology.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
IT Director	1.00	1.00	1.00
Telecommunications System Analyst	1.00	1.00	1.00
IT Support Technician	4.00	4.00	4.00
Administrative Analyst	1.00	1.00	1.00
Senior Systems Administrator	1.00	1.00	1.00
IT Security Auditor	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00
GIS Analyst	0.50	0.50	0.50
<b>TOTAL STAFFING</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$851,934	\$887,903	\$1,008,943	\$1,058,963	\$1,105,178
Operating Expenses	\$1,412,746	\$1,517,403	\$1,467,838	\$1,190,720	\$1,571,705
Capital Outlay	\$94,570	\$95,539	\$8,212	\$141,000	\$235,000
<b>TOTAL EXPENDITURES</b>	<b>\$2,359,251</b>	<b>\$2,500,844</b>	<b>\$2,484,993</b>	<b>\$2,390,683</b>	<b>\$2,911,883</b>

### ANALYSIS

The Office of Information Technology has made several software upgrades and improvements for remote working. Disaster recovery with cloud backup has been implemented during last year. Computer replacement is still on going for both City Hall and Police Department. Ongoing improvements and maintenance for the cloud helpdesk ticket and inventory system have been put in place.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

The Office of Information Technology has implemented zoom teleconference platform for all city departments to use since the beginning of 2020. Due to Covid-19 restrictions of public gatherings zoom has been used to host internal meetings for staff. Zoom is also used for all public meetings to broadcast to the residents.

Laptops with VPN access were also issued ensure city staff could work from home and still have access to internal resources needed to complete tasks.

A temperature check solution for the public and staff have been put in place in both City Hall and The Police Department lobbies.

Bunche Park Wi-Fi and building internet is complete.

Betty T. Ferguson bleacher Wi-Fi has also been completed along with Press Box internet connection.

### **FY 2021-2022 Goals and Objectives**

The Office of Information Technology will continue to innovate and improve the work from home experience for the upcoming year due to the pandemic.

The Information Technology Department focus will be on cloud services, IT security, and disaster recovery for the upcoming fiscal year.

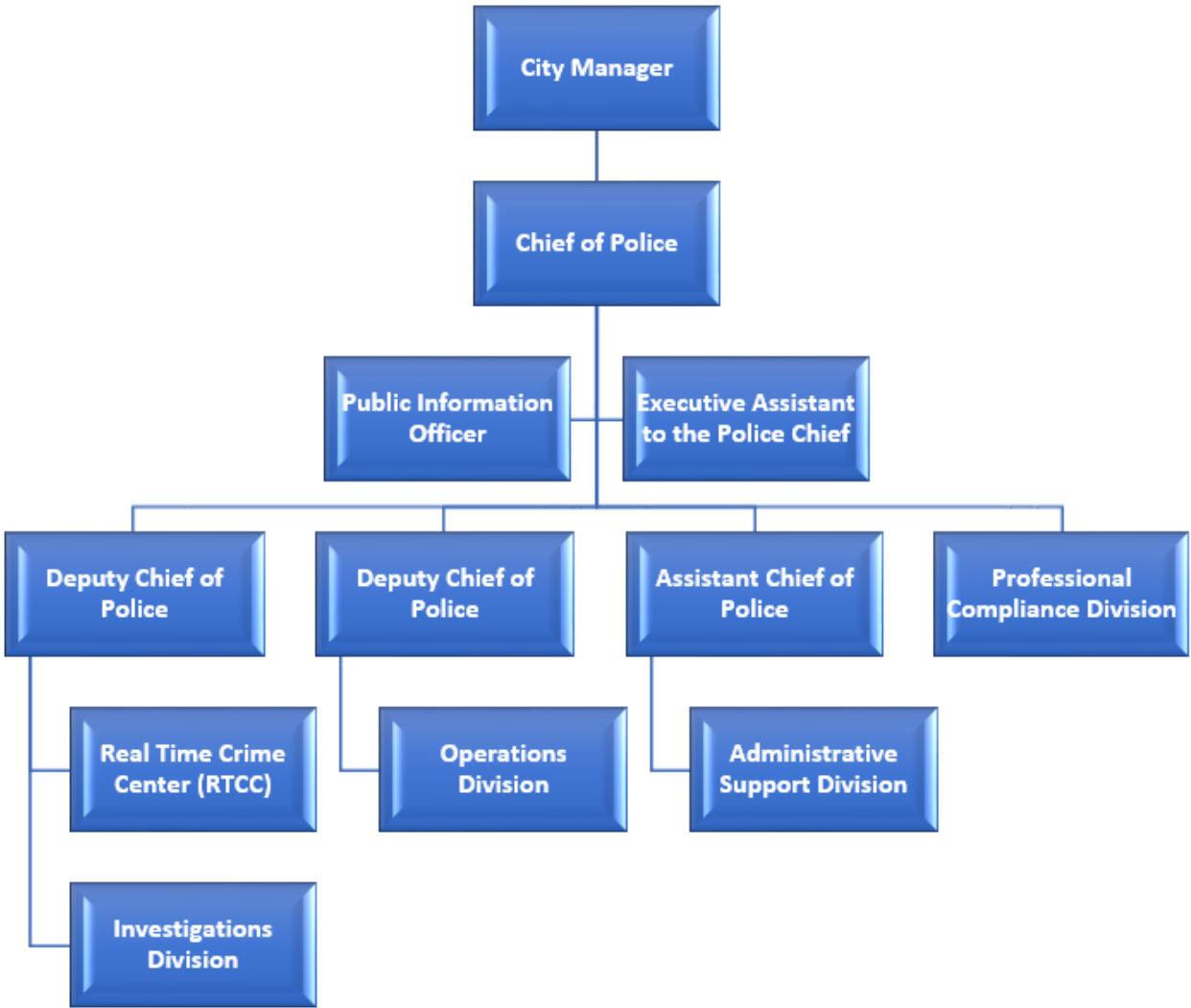
The completion of priority projects such as Tyler Energov and the Mark43 implementation will be completed within this fiscal year.

The Office of Information Technology has worked with the Capital Improvement department to upgrade the IT infrastructure with each park renovation related to the GOB projects.

The Office of Information Technology plans on utilizing more of the GIS technologies to show urban development within the city of Miami Gardens.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Improve remote working.	Laptop and vpn client installation. Improve city hall network connections	80%	90%	100%
Replace aging physical servers and switches for both City Hall and Police Department.	Measured the replacement of servers and switches.	20%	30%	50%
Replace aging laptops for the Police Laptop.	Measured by amount of users accessing the network and how much resources are needed.	30%	40%	50%

PUBLIC SAFETY DEPARTMENT





## PUBLIC SAFETY DEPARTMENT

### MISSION

The City of Miami Gardens Public Safety Department is comprised of the Police Department and the School Crossing Guard program.

The Miami Gardens Police Department is committed to building a better tomorrow through community interaction. This will be accomplished through mutual trust and cooperation with those "We Serve".

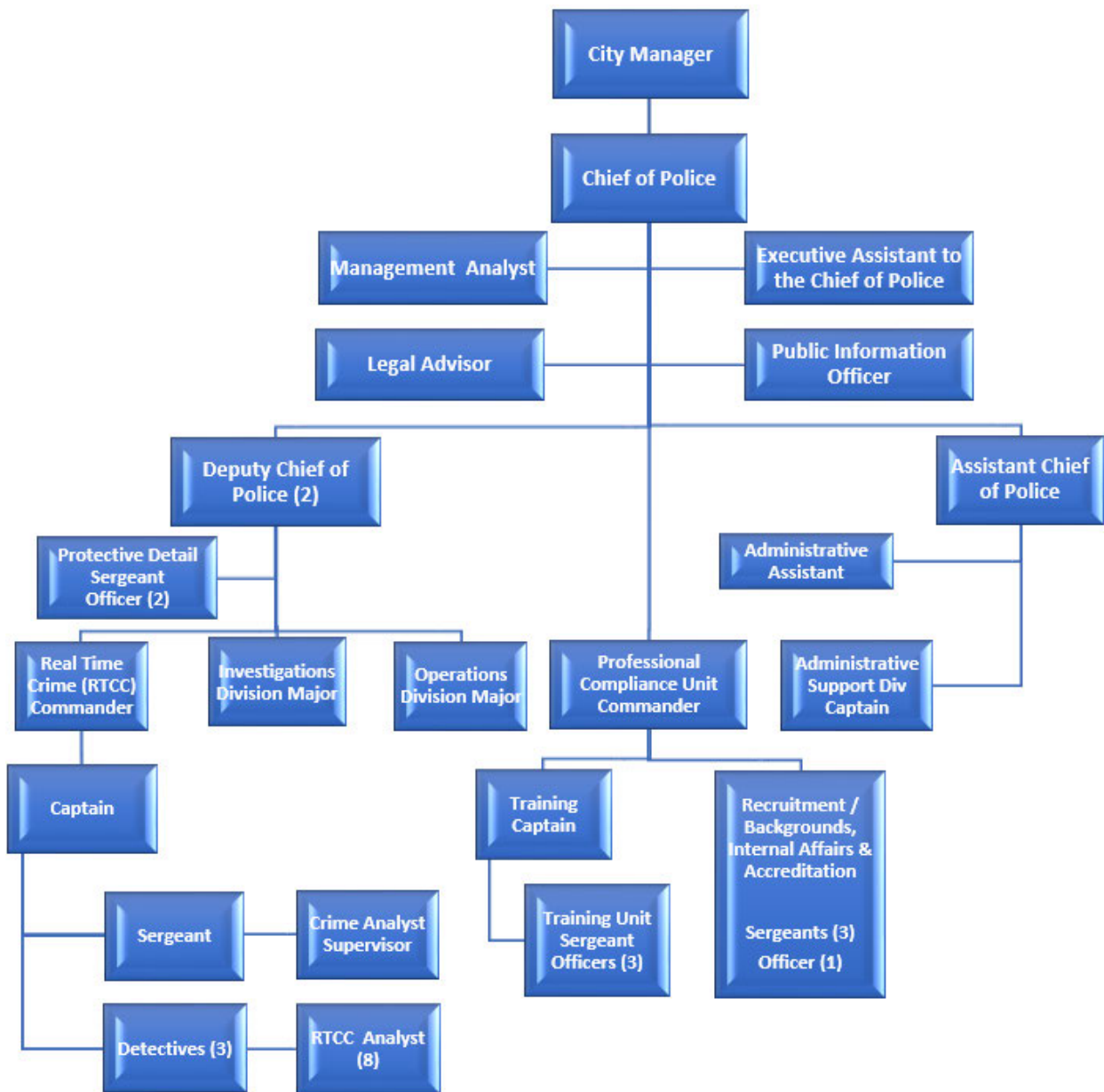
The School Safety Crossing Guard Program is designed to enhance the safety of elementary and middle school children by facilitating their safe access to and from school.

The Public Safety Department is committed to providing ethical, quality and responsive service to the community with professionalism, pride and trust. This trust will be established by providing service which will be fair but firm, and by protecting our citizens with consistent commitment which will be unyielding.

PUBLIC SAFETY DEPARTMENT EXPENDITURES					
EXPENDITURES BY PROGRAM	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Administration Division	\$29,492,142	\$33,578,287	\$35,035,607	\$34,511,902	\$41,281,471
Operations Division	\$50,117	\$29,406	\$62,584	\$76,000	\$76,000
Investigations Division	\$70,777	\$94,696	\$128,639	\$74,100	\$131,640
Support Services Division	\$286,025	\$329,100	\$455,548	\$282,162	\$315,407
School Crossing Guard	\$514,664	\$567,724	\$528,523	\$553,662	\$547,496
<b>General Fund Total</b>	<b>\$30,413,725</b>	<b>\$34,599,215</b>	<b>\$36,210,900</b>	<b>\$35,497,826</b>	<b>\$42,352,013</b>
COPS II Grant	\$1,206,760	\$1,344,722	\$1,439,037	\$1,397,046	\$0
COPS III Grant	\$1,278,704	\$1,282,183	\$1,319,304	\$1,367,207	\$0
COPS IV Grant	\$1,108,570	\$1,295,365	\$1,344,819	\$1,201,628	\$0
DOJ - Edward Byrne Grant	\$0	\$110,833	\$186	\$56,401	\$0
UASI Grant	\$113,197	\$113,200	\$113,197	\$508,026	\$0
<b>Grant Fund Total</b>	<b>\$3,707,231</b>	<b>\$4,146,302</b>	<b>\$4,216,543</b>	<b>\$4,530,308</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$34,120,956</b>	<b>\$77,491,033</b>	<b>\$80,854,887</b>	<b>\$80,056,268</b>	<b>\$84,704,027</b>

STAFFING LEVELS			
Police Administration, Investigations , Operations & Support Services Divisions			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Chief of Police	1.00	1.00	1.00
Deputy Police Chief	0.00	0.00	2.00
Asst. Chief of Police	2.00	2.00	1.00
Commander	2.00	2.00	2.00
Major	3.00	3.00	2.00
Captain	10.00	10.00	10.00
Sergeant	26.00	26.00	34.00
Police Officers	151.00	151.00	185.00
Police Cadet	7.00	7.00	0.00
Assistant City Attorney II	1.00	1.00	1.00
Executive Assistant to the Chief of Police	1.00	1.00	1.00
Accreditation Manager	0.00	0.00	1.00
Police Training Assistant	1.00	1.00	1.00
Diversion Citation Officer	0.00	0.00	0.00
Administrative Assistant	4.00	4.00	4.00
Administrative Analyst	1.00	1.00	1.00
Crime Analyst	0.00	0.00	0.00
Community Service Aide	2.00	2.00	2.00
Records Clerk	5.00	5.00	5.00
Records Clerk Supervisor	1.00	1.00	1.00
Court Liaison/ Off-Duty Coordinator	1.00	1.00	1.00
Telecommunications Manager	1.00	1.00	1.00
Telecommunicator	16.00	16.00	16.00
Telecommunicator Trainee	0.00	0.00	4.00
Telecommunications Supervisor	2.00	2.00	2.00
Property & Evidence Custodian	2.00	2.00	2.00
Property & Evidence Custodian II	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00
Real Time Crime Analyst	8.00	8.00	8.00
Crime Analyst Supervisor	1.00	1.00	1.00
Crime Scene Supervisor	1.00	1.00	1.00
Crime Scene Technician	5.00	5.00	5.00
Investigative Assistant	1.00	1.00	1.00
Traffic Assistant	2.00	2.00	2.00
<b>TOTAL STAFFING</b>	<b>261.00</b>	<b>261.00</b>	<b>301.00</b>

PUBLIC SAFETY DEPARTMENT – POLICE ADMINISTRATION  
DIVISION



## POLICE ADMINISTRATION DIVISION

### MISSION

The Police Administrative Division encompasses the Office of the Chief, Professional Compliance Division and Police Legal Advisor. The Chief of Police is the highest ranking law enforcement officer within the Department and is responsible for policy development, control, supervision, and program implementation of the Department and is accountable for the effective delivery of police services to the City of Miami Gardens. There are two Deputy Chiefs and one Assistant Chief of Police who works directly for the Chief of Police, and are responsible for the Divisions within the Department. In addition, the Professional Compliance Division is charged with recruitment and backgrounds, internal investigation of misconduct and policy violations, personnel training and accreditation.

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$28,612,071	\$32,177,430	\$33,290,222	\$32,947,645	\$39,609,774
Operating Expenses	\$871,071	\$1,342,897	\$1,737,384	\$1,549,257	\$1,656,697
Capital Outlay	\$0	\$44,961	\$0	\$0	\$0
Non-Operating Expenses	\$9,000	\$13,000	\$15,000	\$15,000	\$15,000
<b>TOTAL EXPENDITURES</b>	<b>\$29,492,142</b>	<b>\$33,578,287</b>	<b>\$35,035,607</b>	<b>\$34,511,902</b>	<b>\$41,281,471</b>

### ANALYSIS

The Administrative Division will continue to reduce the Police Department and City's exposure to liability by coordinating essential and effective training at every level of the Department. The Division will also ensure the lawful, ethical and professional use of the Department's personnel, units, processes and programs when delivering police services to the community. The Division will continue the focus of fully implementing the City's Public Safety Technology Projects, which include continued development of the Real Time Crime Center (RTCC) and an array of video surveillance systems such as fixed and mobile license plate readers. The Division will work to transition the Records Management System which is antiquated and outdated as of the inception of the Department. In addition, the Division will continue to work towards ensuring the delivery of positive customer service for the entire agency, as a tool for developing improved positive community collaboration.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Hired twenty-one (21) individuals; to include seventeen (17) Certified Police Officer and four (4) Civilians.

Became accredited with the Florida Commission of Law Enforcement Accreditation. All agency policies were reviewed and met the accrediting entity's standards.

Continued our partnership with faith-based organizations, community groups and neighboring law enforcement agencies, provided services to our community, and fostered initiatives which helped to combat violence in the City of Miami Gardens.

### FY 2021-2022 Goals and Objectives

Hire 17 Certified Police Officers.

Streamline the policy process by utilizing PowerDMS workflows, in an effort to expedite signatures.

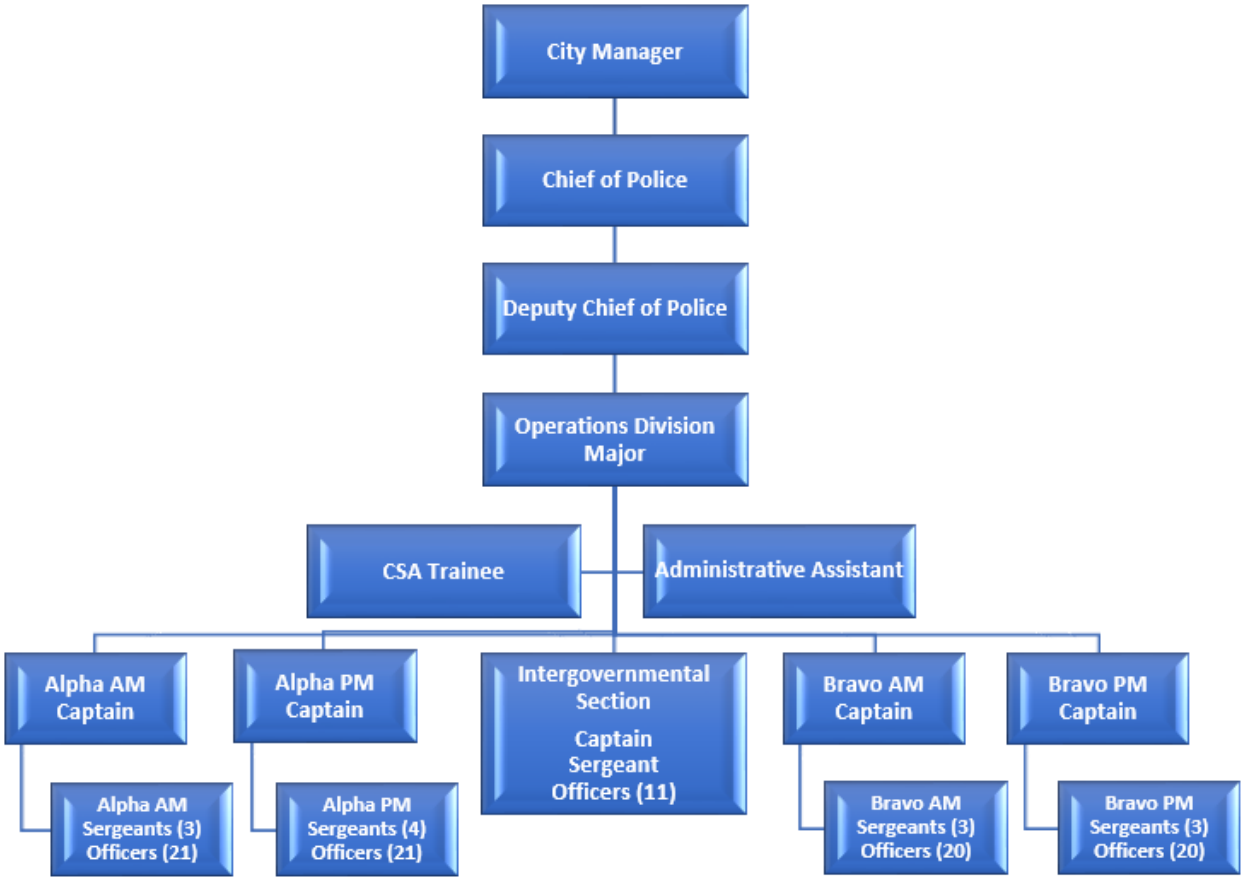
Streamline the Training Unit processes for day-to-day operations to include electronic submission of training requests, publish training courses, administer course evaluations, and electronic record keeping.

Streamline the Professional Compliance Unit record keeping process by converting background, personnel and internal affairs paper files into electronic formats.

Host another successful National Night Out event for our residents.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Fill 100% of sworn vacancies within the Department within the fiscal year.	Percentage of sworn police officer vacancies filled.	66.7%	100.0%	100.0%
Conduct administrative review for 100% of all complaints received for police department personnel as requested.	Percentage of administrative reviews of police department personnel from complaints received.	100%	100%	100%
Conduct 12 Police Command Staff community/business walks during the fiscal year.	Number of police command Staff community/business walks conducted.	7	2	10
Coordinate professional training for all personnel as required by FDLE.	Percentage of officers trained.	100%	100%	100%

PUBLIC SAFETY DEPARTMENT – POLICE OPERATIONS DIVISION



## POLICE OPERATIONS DIVISION

### MISSION

The Operations Division is the most visible division within the Miami Gardens Police Department. It is responsible for providing day-to-day police services to citizens, businesses, stakeholders, and visitors to the City of Miami Gardens. This division is responsible for the Uniform Officers, Bike Patrol, Honor Guard, and the Intergovernmental Section. The Intergovernmental Section is comprised of the Community Enrichment Team that oversees the Citizens on Patrol program, Neighborhood Resources Officers, Explorer Program, and Police Athletic League.

The Operations Division's primary mission is to provide a safe haven for citizens, visitors, and business owners of this community. Our goal is to be proactive by implementing community policing to close the gap between police and the citizens. Officers will respond to calls for service, conduct preliminary investigations, park and walk details, and enforce traffic violations. We have implemented several details conducted by the patrol supervisor at random, based on the call volume and staff coverage. Additionally, the Operations Division coordinates monthly operations that consist of all divisions extending invitations to outside resources such as Circle of Brotherhood, Walking One-Stop, Florida Department of Transportation, and other neighboring agencies. The goal is to work collaboratively together to deter and curtail criminal activities throughout the city. Our objective is to work closely with the community to address crime trends, quality of life issues, social services, and faith-based partners, with the ultimate goal of building a safer community for our citizens, business owners, and visitors.

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	Under Admin.	Under Admin.	Under Admin.	Under Admin.	Under Admin.
Operating Expenses	\$50,117	\$29,406	\$62,584	\$76,000	\$76,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$50,117</b>	<b>\$29,406</b>	<b>\$62,584</b>	<b>\$76,000</b>	<b>\$76,000</b>

### ANALYSIS

For Fiscal Year 2022, the Operations Division primary target is improving police and community relations as we enhance public safety and crime reduction which would be achieved through preventive patrol and concentrated enforcement.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Distribution of Meals to Senior Citizens by Dolphin Unites and Assist with Traffic Enforcement for multiple food drives, and Vaccine sites.

Intergovernmental Thanksgiving Turkey Drive-Thru Give away, Miami Gardens Police Toy-Drive, Miami Gardens Christmas Tree Give Away (100 Trees), Antioch Missionary Baptist Church Gun Buy Back. Multiple drive by ceremonies for Birthdays, Graduations, Retirements and Veteran Day Recognition.

Implementation of Homeless Unit and develop the Homeless Drive Assistance.

Conduct Business Enforcement for noncompliance businesses, Curfew Enforcement during Covid-19, Conduct a number of Business Checks, House Parties, Issued Mask to citizens without, gave a number of warnings and checked all the parks.

Grinch Buster's, New Year's Eve, Memorial Day, Martin Luther Kind and Fourth of July proactive details.

### **FY 2021-2022 Goals and Objectives**

Develop a Detention Officer Detail to help transport arrestees and allow patrol officers to continue maintain visibility and handle calls for service.

Develop a Homeless Program Detail to help control the number of Homeless men and women within the community.

Implement Command Staff Community Walks.

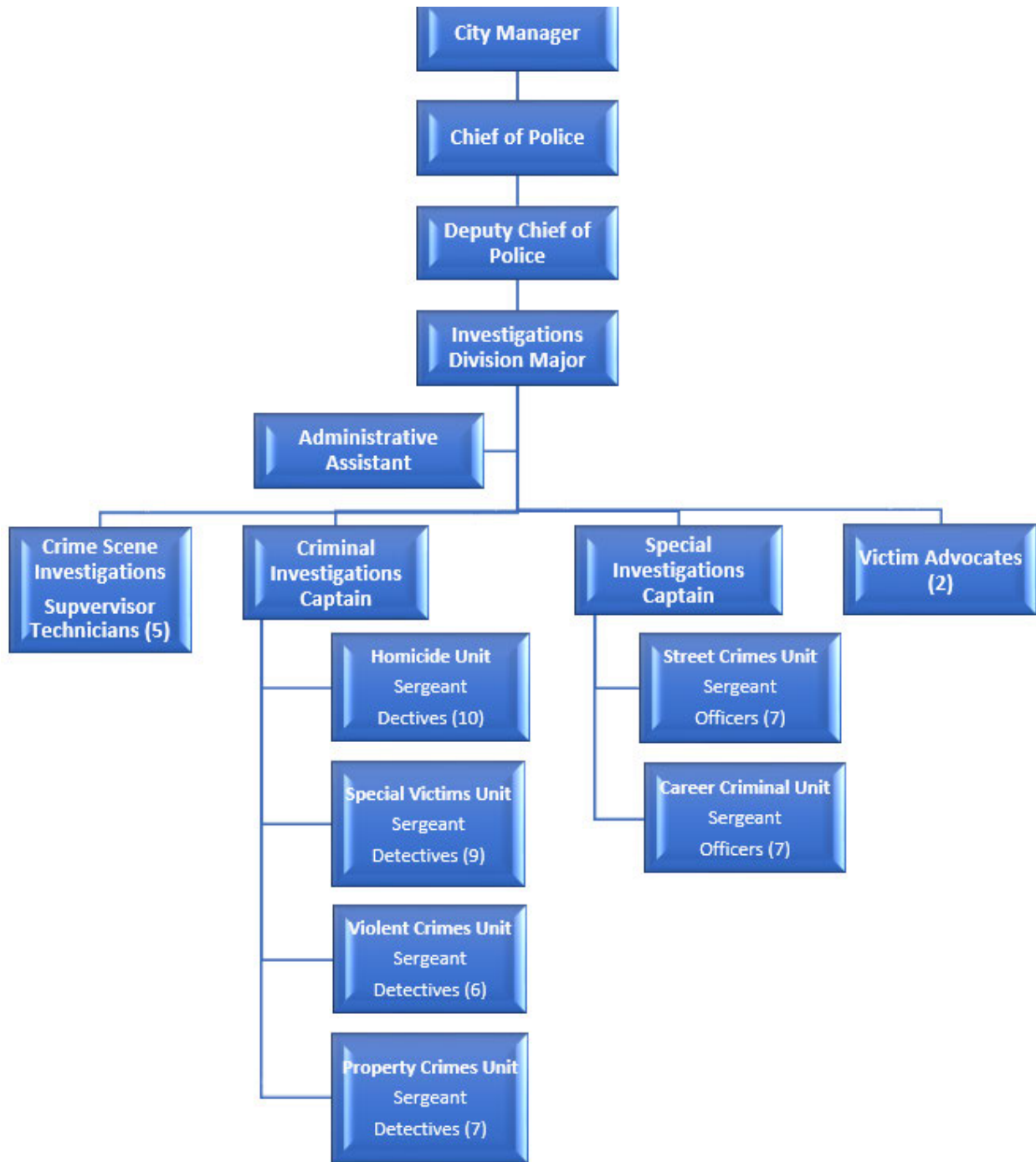
Increase Community Service Aides to five to assist with the high volume of traffic accidents in the city.

Coordinate Community Survival Educational Team and Community Talk with the Police Department.



PERFORMANCE INDICATORS			
SERVICE	ACTUAL FY 18-19	ACTUAL FY 19-20	PROJECTED FY 20-21
Population Served	113,628**	114,284**	114,284
Service Area	20 Sq. Miles	20 Sq. Miles	20 Sq. Miles
#FTE Employees	*	116	125
Arrests	3,031**	3,217**	3,217
Traffic Citations	7,513	2,737	2,737
Arrests per 100,000	2667.5**	*	*
<b><i>*Data not available</i></b>			

PUBLIC SAFETY DEPARTMENT – POLICE INVESTIGATIONS  
DIVISION



## POLICE INVESTIGATIONS DIVISION

### MISSION

The mission of the Investigation Division (ID) is to provide the highest quality criminal investigative and special investigation support to the Miami Gardens Police Department by conducting timely and thorough criminal investigations using advanced forensic equipment, investigative techniques, and conducting proactive responses to specific areas of increased violent and property crime incidents. The Special Investigations Section is tasked with reducing gun violence, investigating gang activity. They collaborate with the U.S. Marshall's Service, Bureau of Alcohol, Tobacco, Firearms and Explosives, Secret Service, Federal Bureau of Investigation and Drug Enforcement Administration in efforts to reduce gun violence. The Division's primary objective is to reduce violent and property crimes within the City of Miami Gardens through consistent professional service and commitment to the citizens of Miami Gardens.

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	Under Admin.	Under Admin.	Under Admin.	Under Admin.	Under Admin.
Operating Expenses	\$70,777	\$94,696	\$128,639	\$74,100	\$131,640
<b>TOTAL EXPENDITURES</b>	<b>\$70,777</b>	<b>\$94,696</b>	<b>\$128,639</b>	<b>\$74,100</b>	<b>\$131,640</b>

### ANALYSIS

The VOCA (Victim of Crime Acts) Grant for the Victim Advocate Unit was submitted, and has been awarded for Fiscal Year 2022 by the State of Florida Attorney General's Office. We are looking to Initiate enhanced enforcement initiatives and target violent offenders through the analysis of investigative and intelligence information, utilizing confidential informants to infiltrate illicit drug organizations and firearm enforcement initiatives to reduce violent crime.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

The Victims Advocate Unit was able to accommodate direct contact with victims of crimes and family members of homicide victims by utilizing structured in person meetings and utilizing available means of electronic communication.

The Investigations Division continues to become efficient in utilizing the National Integrated Ballistic Identification Network (NIBIN) system. During the 2020 calendar year, the Division ranked in the top 5% in compliance standards among the 243 NIBIN Units in the United States.

Our NIBIN acquisition investigator obtained additional training to triage spent casings from Crime Scenes and from firearm test fires to enter into the NIBIN system to reduce the wait-time in developing viable leads. An additional investigator received NIBIN acquisition and triage training to utilize the NIBIN system.

The Investigations Division entered into an agreement with the Federal Bureau of Investigation by assigning a Violent Crimes Investigator to their Violent Crimes Task Force as Task Force Officer (TFO). This task force provides for enhanced manpower to combat these offenders, provides overtime cost reimbursements, a rental vehicle, and additional manpower for violent crime investigations. These efforts have increased the number of arrests referred to the United States Attorney's Office for Federal Prosecution.

The Department entered into an agreement with the Miami -Dade State Attorney's Office via a Memorandum of Understanding to participate in their Gun Violence Reduction Initiative. The initiative will investigate and prosecute perpetrators of gun violence and have an in-house State Attorney assigned to our cases.

### **FY 2021-2022 Goals and Objectives**

Increase clearance rate on all crime categories by 5%.

Maintain professional liaison with external law enforcement entities to use innovative strategies and collaboration for prevention, arrest, and conviction of subjects.

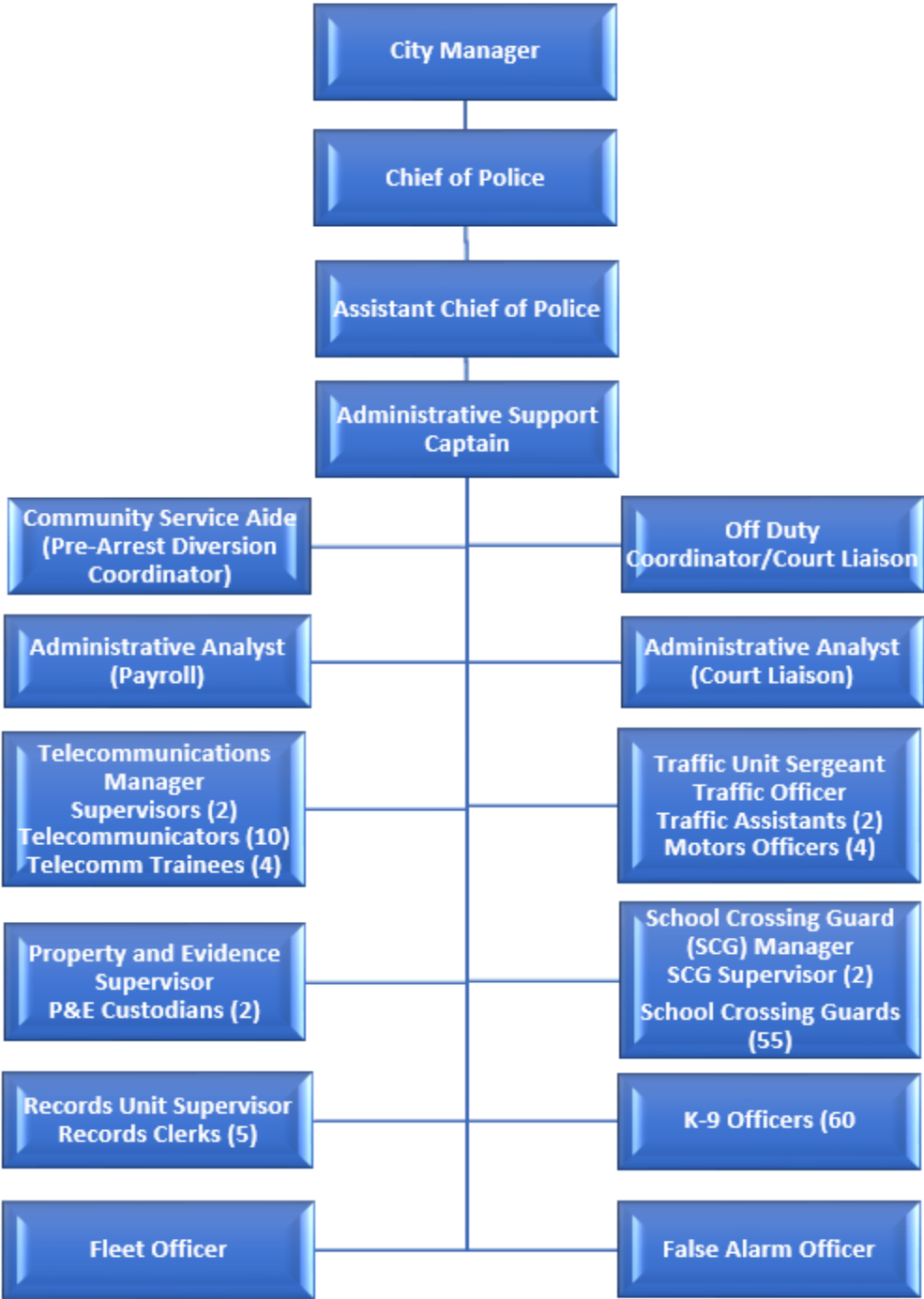
Special Investigations Section (Career Criminal and Street Crimes Units) will assist in reducing gun violence by targeting neighborhoods experiencing rising crime and violent offenders.

Victim Advocate Unit to continue to make victims aware of crime victim services, educate the youth in anti-bullying and date rape concerns (Pending Pandemic).

Fill all vacancies within the Investigations Division.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Increase clearance rate on all crime categories by 5%.	Comprehensive Statistical (CompStat) Records Management System (RMS) data will be evaluated for all crime categories.	17%	18%	23%
Increase the homicide clearance rate by 5%.	Evaluate CompStat and RMS data.	48%	44%	49%

PUBLIC SAFETY DEPARTMENT – POLICE SUPPORT SERVICES  
DIVISION



## POLICE SUPPORT SERVICES DIVISION

### MISSION

The Administrative Support Division is tasked with accomplishing many objectives within the Miami Gardens Police Department. The Division is broken down into the following Units: Property & Evidence, Records, Communications, Fleet Services, Off Duty, Court Liaison, Pre-Arrest Diversion Program, Motors, Traffic/Red Light Cameras, K-9, School Crossing Guard and False Alarms. These Units assist the other Divisions within the Department by allowing them to carry out their functions in a more efficient manner.

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	Under Admin.	Under Admin.	Under Admin.	Under Admin.	Under Admin.
Operating Expenses	\$286,025	\$296,486	\$454,588	\$282,162	\$315,407
Capital Outlay	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$286,025</b>	<b>\$329,100</b>	<b>\$455,548</b>	<b>\$282,162</b>	<b>\$315,407</b>

### ANALYSIS

The Administrative Support Division is diligently filling the vacancies within the Communications Center, which will help in reducing overtime. The Unit is consistently preparing for an unannounced audit and ensuring compliance for the accreditation process. The Division will continue to work towards providing the delivery of positive customer services for the entire agency, as a tool for developing improved positive community collaboration.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Processed 6,255 background checks.

Processed and responded to over 7,287 public records requests.

Collected \$3,390,141.16 in revenue for the City of Miami Gardens.

Communications Unit received 90,368 Non 9-1-1 telephone calls and 25,566 9-1-1 telephone calls.

Traffic Unit coordinated several traffic safety events in an attempt to educate the public to avoid vehicle crashes and vehicular fatalities. Issued over 1,000 citations.

### FY 2021-2022 Goals and Objectives

Dispose of a number of property items equivalent to 90% of the number of items received after property has exceeded the statute of limitations and retention guidelines.

Reduce overtime expenses related to Communications Unit by 5%. In the process of hiring new personnel to fill vacancies.

Apply and obtain Florida Department of Law Enforcement Byrne Grant.

Continue to deter dangerous aggressive driving within the City of Miami Gardens jurisdiction. Issue citations for traffic violators.

Ensure adequate staffing is maintained for the School Crossing Guard function. Make recommendation to change (2) Part-time Supervisors to Full Time positions.



PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Process, file and provide public records requests from public in compliance with the law 100% of the time.	Percentage of time to process and provide request in a timely manner.	100%	100%	100%
Validate 100% of the Florida Crime Information Center (FCIC) and National Crime Information Center (NCIC) files in compliance with the law.	Percentage of files validated in compliance with the law.	100%	100%	100%
Maintain records of all property and evidence handled by the Police Department in compliance with the law 100% of the time.	Percentage of property and evidence processed in compliance with laws.	100%	100%	100%
Reduce dispatch time on all Priority and Non-Priority calls for service.	Average amount of dispatch time for Priority and Non-Priority calls.	P-2.8 Min. NP-11.6 Min.	P-2.7 Min. NP-10.5 Min.	P-5.0 Min. NP-10.0 Min.
Review Part I incidents from RMS Daily Records Review weekly.	All Part I incidents reviewed and removed from RMS Daily Records Review.	100%	100%	100%
Receive and process all red light camera violations at the Records Unit window weekly.	Ensure all payments are applied and documents in the accounting system.	100%	100%	100%

## PUBLIC SAFETY DEPARTMENT COPS II GRANT DIVISION

### MISSION

Between FY 2013 and FY 2015, the City received three separate COPS grant awards which provided funding for 31 Police Officers (COPS II – 10 Officers; COPS III – 10 Officers; and COPS IV – 11 Officers). Each grant was awarded with the understanding that the City would maintain the Officers for at least an additional year after the grant expires. All three grants have now expired, with the COPS IV grant expiring in FY 19-20, and the City will continue to maintain funding for all 31 Officers. All 31 positions are now accounted for in the Administration Division.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Police Officers	10.00	10.00	—
<b>TOTAL STAFFING</b>	<b>10.00</b>	<b>10.00</b>	<b>—</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$1,206,760	\$1,344,722	\$1,439,037	\$1,397,046	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,206,760</b>	<b>\$1,344,722</b>	<b>\$1,439,037</b>	<b>\$1,397,046</b>	<b>\$0</b>

## PUBLIC SAFETY DEPARTMENT COPS III GRANT DIVISION

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Police Officers	10.00	10.00	—
<b>TOTAL STAFFING</b>	<b>10.00</b>	<b>10.00</b>	<b>—</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$1,278,704	\$1,282,183	\$1,319,304	\$1,367,207	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,278,704</b>	<b>\$1,282,183</b>	<b>\$1,319,304</b>	<b>\$1,367,207</b>	<b>\$0</b>

## PUBLIC SAFETY DEPARTMENT COPS IV GRANT DIVISION

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Police Officers	11.00	11.00	—
<b>TOTAL STAFFING</b>	<b>11.00</b>	<b>11.00</b>	<b>—</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$1,108,570	\$1,295,365	\$1,344,819	\$1,201,628	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,108,570</b>	<b>\$1,295,365</b>	<b>\$1,344,819</b>	<b>\$1,201,628</b>	<b>\$0</b>

## PUBLIC SAFETY DEPARTMENT

### SCHOOL CROSSING GUARD PROGRAM

#### MISSION

The School Safety Crossing Guard Program is designed to enhance the safety of elementary and middle school children by facilitating their safe access to and from school. The City currently has fifty-five (55) crossing guard posts throughout the City serving the City's eighteen (18) public elementary schools, although students from other levels utilize the crossings on a daily basis. The School Crossing Guard Unit's goal is to provide operational support services to staff Miami Gardens based elementary schools with school crossing guards.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
School Crossing Guard Supervisor	1.40	1.40	1.40
School Crossing Guard (Part Time)	15.00	13.75	13.75
School Crossing Guard Manager	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>17.40</b>	<b>16.15</b>	<b>16.15</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$509,323	\$561,281	\$522,607	\$537,762	\$531,696
Operating Expenses	\$5,341	\$6,443	\$5,916	\$15,900	\$15,800
<b>TOTAL EXPENDITURES</b>	<b>\$514,664</b>	<b>\$567,724</b>	<b>\$528,523</b>	<b>\$553,662</b>	<b>\$547,496</b>

#### ANALYSIS

For Fiscal Year 22, the School Crossing Guard Division would like to provide and implement a bike helmet safety awareness for students in Miami Gardens ranging from kindergarten through fifth grade.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Participated in Quarterly Crossing Guard Leadership Meetings.

Safely crossed 100% of the students throughout the year without incident..

Installed car seats restraints and/or provided checks on a case-by-case basis (Prior to Covid-19).

Established uniform practices of school traffic safety.

### FY 2021-2022 Goals and Objectives

Maintain adequate staffing for the School Crossing Guard function (During Covid-19).

Promote our 2 (PT) Supervisors to (FT).

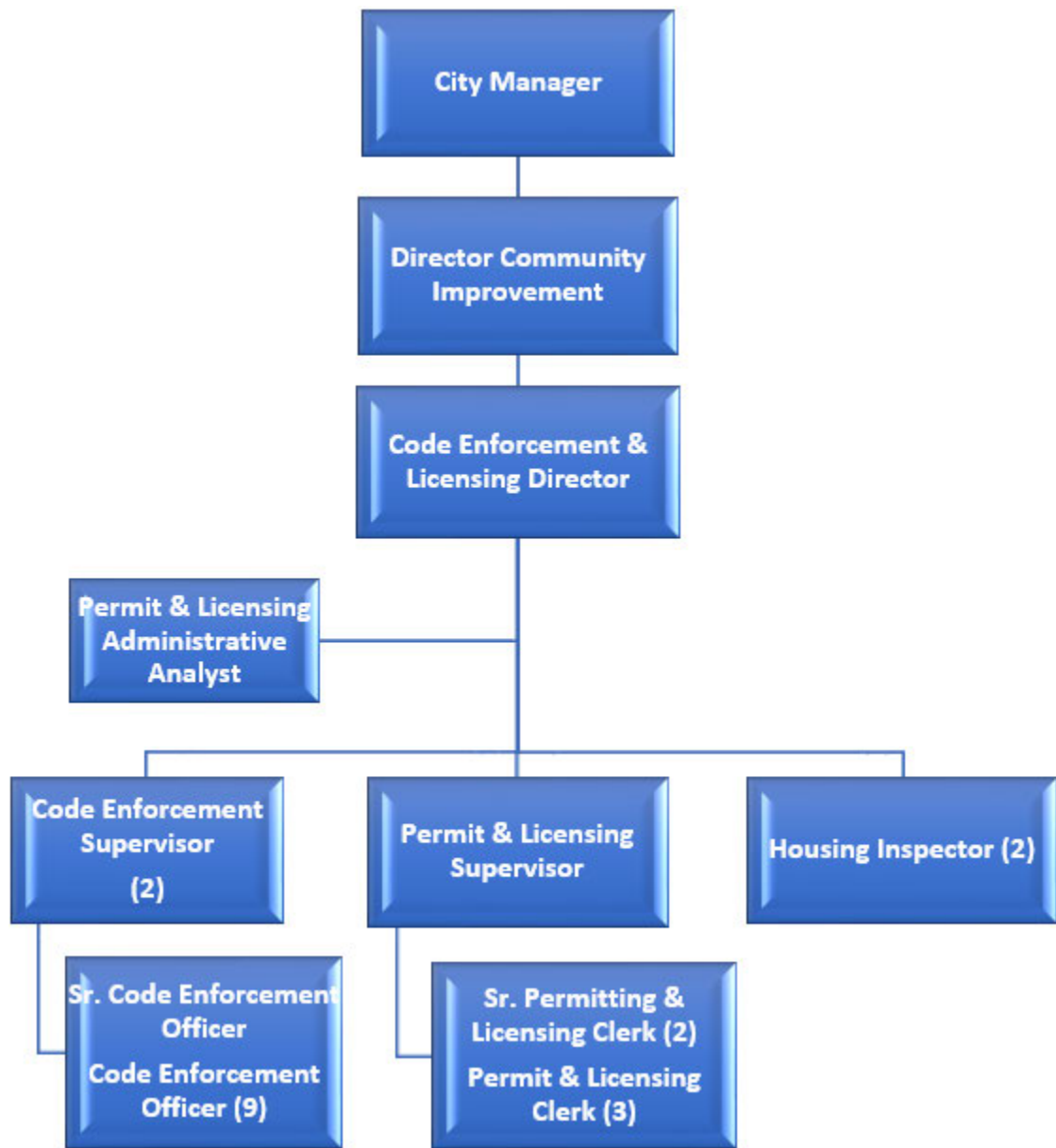
Maintain our Safe Routes to School Plan for selected schools in the city.

Present Pedestrian Safety Education programs at community and school events.

Conduct Child Passenger Safety classes to educate community and continue to provide inspections to the community.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Safely cross 100% of the students who come into the area of responsibility of the school crossing guards.	Percentage of students who are safely crossed.	100%	100%	100%
Conduct at least 4 child ID Programs throughout the year, as requested.	Number of Child ID Programs participated in.	8	10	12
Work with Police Department or Community Organizations to share pedestrian safety information on at least 4 occasions.	Number of pedestrian safety information sessions.	4	6	8

## CODE COMPLIANCE DIVISION



## CODE COMPLIANCE DIVISION

### MISSION

The Code Compliance Division was established to preserve, protect, and improve the physical, social, and economic health of the City of Miami Gardens. Our mission is to provide exceptional service to every citizen, customer and business owner/operator; while creating quality-based solutions to support and manage the unique needs of each customer. Our goal is to continue to build and maintain an attractive, appealing, and safe environment for all.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Code Enforcement Officer	10.00	9.50	8.50
Sr. Code Enforcement Officer	0.00	0.00	1.00
Code Enforcement Supervisor	2.00	2.00	2.00
Permit & Licensing Administrative Analyst	0.00	0.00	1.00
Permit & License Clerk Supervisor	1.00	1.00	1.00
Sr. Permit & License Clerk	0.00	0.00	2.00
Permit & License Clerk	6.00	6.00	3.00
Housing Inspector	2.00	2.00	2.00
Code Enforcement & License Director	1.00	1.00	1.00
Community Improvement Director	0.00	0.20	0.20
<b>TOTAL STAFFING</b>	<b>22.00</b>	<b>21.70</b>	<b>21.70</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$1,165,781	\$1,314,915	\$1,424,674	\$1,547,368	\$1,597,221
Operating Expenses	\$64,022	\$219,688	\$109,484	\$135,150	\$137,211
Capital Outlay	\$0	\$0	\$169,359	\$76,757	\$76,757
<b>TOTAL EXPENDITURES</b>	<b>\$1,229,804</b>	<b>\$1,534,603</b>	<b>\$1,703,517</b>	<b>\$1,759,275</b>	<b>\$1,811,189</b>

### ANALYSIS

For FY 2022, the Code division would like to continue commercial vehicle and illegal food vendor control initiative, which consists primarily of night sweeps throughout the entire city on a monthly basis. These sweeps will be conducted 8-10 times during the fiscal year. Four (4) to six (6) Code Officers will team up and in collaboration with the Police Department, conduct investigations between 08:00 p.m. and 2:00 a.m. The Hot Spot Surveillance team will focus on keeping illegal dumping to a minimum and reduce the time trash is at a specific location before removed. The Business identification team will identify businesses that are not licensed also business location that are not properly maintained. These initiatives are expected to reduce the number of calls and complaints received within the city, improve the appearance of the general area and increase revenue.



## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Initiated Strategic Zone Enforcement Task Force.

Increased special Night Operations in conjunction with CMGPD by 40%.

Created and maintained a Hot Spot Surveillance initiative.

Conducted business licensing Enforcement for business identification in 2 business zones.

Increased customer electronic payments methods and options.

### FY 2021-2022 Goals and Objectives

Automate Special Master Process.

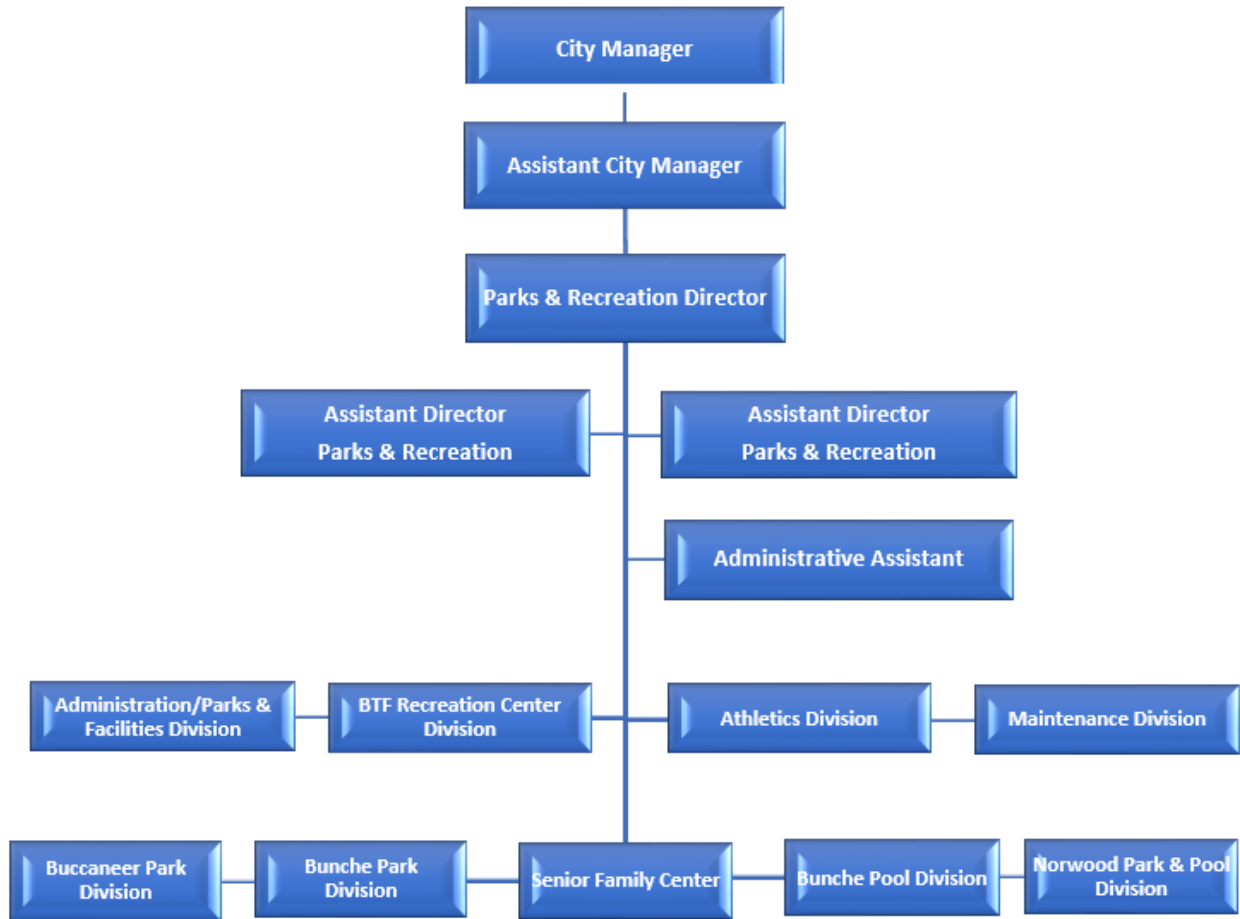
Increase special Night Operations in conjunction with CMGPD by 45%.

Increase voluntary compliance by 20%.

Create code and Business License team.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Improve customer service delivery for customers.	Provide lien search results within 5-7 business days. Respond to customer complaints within 24-48 hours.	85%	90%	92%
Completion of final Business License Renewal Mailings.	100% mailings to delinquent and late business license renewals.	100%	100%	100%
Completion of Landlord Mailings.	100% mailings to delinquent and late landlord fee renewals.	100%	100%	100%
Maintain certifications for inspectors.	Maintain training and certifications for 100% of inspectors.	100%	100%	100%
Cross Training of staff to accommodate flexible coverage of this section.	Complete a minimum of 50% cross training of permit clerks to accommodate staffing burden around renewal timeframes.	30%	40%	60%
Identify & schedule cases for Special Masters Hearings.	Conduct 11 Special Masters hearings annually.	95%	60%	90%

# PARKS AND RECREATION DEPARTMENT



## PARKS AND RECREATION DEPARTMENT

### MISSION

The mission of the Parks and Recreation Department is to create and maintain unparalleled recreational opportunities, unique high quality parks, trails and public spaces, enhancing our community with exceptional customer service. The Department also offer a variety of inclusive services for the betterment of the residents, ensuring residents receive the highest possible standards.

PARKS AND RECREATION DEPARTMENT EXPENDITURES					
EXPENDITURES BY PROGRAM	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Administration Division	\$1,655,838	\$1,875,341	\$1,786,717	\$2,020,369	\$2,128,714
BTFRC Division	\$908,751	\$1,177,627	\$1,249,794	\$1,268,480	\$1,498,570
Athletics Division	\$1,011,536	\$1,089,718	\$716,167	\$1,275,651	\$1,370,851
Bunche Pool Division	\$40,855	\$64,866	\$242,009	\$388,001	\$387,185
Maintenance Division	\$1,260,683	\$1,380,122	\$1,171,831	\$1,515,848	\$1,407,481
Buccaneer Park Division	\$0	\$418,389	\$452,432	\$529,142	\$549,801
Norwood Park & Pool	\$0	\$15,792	\$310,320	\$716,204	\$753,643
Bunche Park Division	\$0	\$1,152	\$151,835	\$684,899	\$684,532
Senior Family Center	\$0	\$0	\$0	\$0	\$853,929
<b>General Fund Total</b>	<b>\$4,877,663</b>	<b>\$6,023,006</b>	<b>\$6,081,103</b>	<b>\$8,398,594</b>	<b>\$9,634,705</b>
Children's Trust - YAS Prog	\$0	\$122,706	\$140,718	\$282,150	\$282,150
Children's Trust - YEN Prog	\$0	\$48,262	\$71,823	\$125,240	\$125,240
<b>Grant Fund Total</b>	<b>\$0</b>	<b>\$170,968</b>	<b>\$212,540</b>	<b>\$407,390</b>	<b>\$407,390</b>
<b>TOTAL EXPENDITURES</b>	<b>\$4,877,663</b>	<b>\$6,193,974</b>	<b>\$6,293,643</b>	<b>\$8,805,984</b>	<b>\$10,042,095</b>

# PARKS AND RECREATION DEPARTMENT – ADMINISTRATION DIVISION



## ADMINISTRATION DIVISION

### MISSION

The Recreation Division is committed to providing our citizens with a wide variety of recreational opportunities supported by our parks, facilities and personnel. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Parks & Recreation Director	1.00	1.00	1.00
Teacher	0.00	1.70	1.70
Operations Service Manager	1.00	1.00	1.00
Recreation Aides	10.40	10.40	10.40
Recreation Aides II	3.00	3.00	3.00
Recreation Aides I	2.00	2.00	2.00
Information Officer	1.00	1.00	1.00
Recreation District Supervisor	0.00	0.00	0.00
Recreation Supervisor	4.00	3.00	3.00
Recreation Coordinator	0.80	1.00	1.00
Administrative Analyst	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Assistant Parks & Recreation Director	2.00	2.00	2.00
<b>TOTAL STAFFING</b>	<b>27.20</b>	<b>28.10</b>	<b>28.10</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$1,052,698	\$1,265,893	\$1,316,076	\$1,557,667	\$1,602,651
Operating Expenses	\$590,604	\$609,448	\$470,641	\$462,702	\$526,063
Capital Outlay	\$12,536	\$0	\$0	\$0	\$0
Reserve for New Facilities Operations	\$0	\$0	\$0	\$160,707	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,655,838</b>	<b>\$1,875,341</b>	<b>\$1,786,717</b>	<b>\$2,020,369</b>	<b>\$2,128,714</b>

### ANALYSIS

The recreation program will focus on improving the aesthetics, safety, and cleanliness of our parks and recreation facilities.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Renewed the Children's Trust Youth Development Grant for afterschool and summer camp programs. The Recreation Department was awarded \$282,150 for children grades K-5 at three (3) sites and an additional \$125,240 for youth grades 6-12 at one (1) site for 5 years.

Renewed grant for Alliance for Healthier Generation which provided afterschool program participants with PPEs and activities such as Yoga and Zumba.

In accordance with CDC COVID Safety Protocols hosted a safe Afterschool, Summer Camp, Winter Camp, and Kids Day off programs through Children's Trust at AJ King, Carol City and Rolling Oaks.

Staffed food and toy distributions and movie nights.

Opening and Ribbon Cutting for Senior Family Center and Bunche Park.

Staff attended virtual NRPA and FRPA sessions. Two (2) staff received their CDL license and one (1) received a pesticide license.

Established a new sponsorship with Lowes to supplement the costs of a community gardening program.

Started a You Tube Channel for Virtual Parks and Recreation (VPR) and produced over 125 videos with various Arts & Crafts, DIY, Cooking, Nutrition, Wellness, Sports, Gardening, Science, Bike Safety, Physical activities, PSAs, Dance and Calligraphy.

### **FY 2021-2022 Goals and Objectives**

Establish three (3) new partnerships with organizations to provide programs and activities for school age youth.

Survey at least five (5) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs).

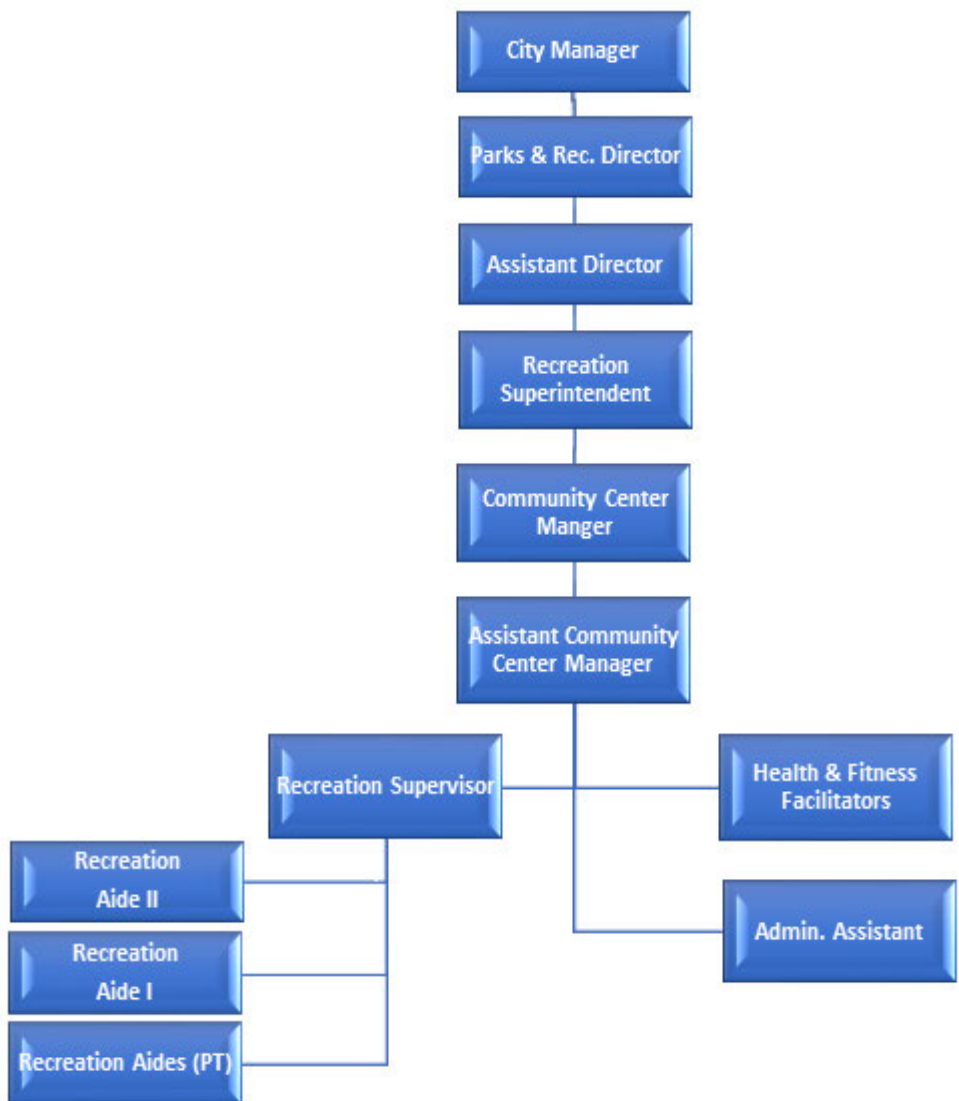
Continue to offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

Continue to improve the aesthetics of our parks, playgrounds, athletic fields, facilities and open spaces throughout the city.

Expand the community garden at Scott Park and acquire sponsorships to supplement the materials needed to expand the program.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Establish five (5) new partnerships with organizations to provide programs and activities for school age youth.	Number of new partnerships established.	N/A	3 new partnerships	3 new partnerships
Increase attendance within our Afterschool, Summer Camp, Winter Camp, Spring camp, and Kids Day off programs.	Number of new registrants within these programs	ASC:90 SC:250 WC:45 SC: 100	ASC: 315 SC: 315 WC: 100 SC: 200	ASC: 180 SC: 200 WC: 100 SC: 100
Survey at least five (5) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs.)	Create a survey and distribute to users to evaluate customer satisfaction	Survey 30% of programs	Survey 50% of programs	Survey 50% of programs
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	18	20	75% of all staff
Implement programs to focus on recreation and education at all city recreational facilities.	Number of new programs	5	10	10
Professional Certifications within the Parks and Recreation Department	Place staff on a course to test and receive professional certifications	16	5	5
Establish teen programs at three (3) sites within the city.	Number of new programs and attendance within each.	1	1	1

PARKS AND RECREATION DEPARTMENT – BETTY T. FERGUSON  
RECREATIONAL COMPLEX DIVISION





## BETTY T. FERGUSON RECREATIONAL COMPLEX DIVISION

### MISSION

The Betty T. Ferguson Recreational Complex is committed to fostering inclusive community participation by providing an environmentally sound facility for cultural arts, education, recreation, celebration and locally based human services in order to increase opportunity for personal and collective growth in the Miami Gardens Community.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Community Center Manager	1.00	1.00	1.00
Assistant Community Center Manager	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00
Janitorial Worker	1.60	1.60	1.60
Park Ranger Supervisor	1.00	0.00	0.00
Park Ranger	2.40	2.40	2.40
Recreation Aide	4.00	4.80	4.80
Recreation Aide I	2.00	2.00	2.00
Health & Fitness Facilitator	2.40	2.40	2.40
Event Specialist	1.00	1.00	1.00
Chess Instructor	0.20	0.50	0.50
<b>TOTAL STAFFING</b>	<b>18.60</b>	<b>18.70</b>	<b>18.70</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$544,761	\$669,878	\$594,108	\$855,999	\$881,385
Operating Expenses	\$363,991	\$507,749	\$655,686	\$412,481	\$617,185
<b>TOTAL EXPENDITURES</b>	<b>\$908,751</b>	<b>\$1,177,627</b>	<b>\$1,249,794</b>	<b>\$1,268,480</b>	<b>\$1,498,570</b>

### ANALYSIS

The Betty T. Ferguson Recreational complex continues to be highly utilized from rentals, sporting events and special events. Our goal is to continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Hosted the Virtual Fitness challenge.

Started a YouTube Channel for Virtual Parks and Recreation (VPR) and produced over 125 videos with various Arts & Crafts, DIY, Cooking, Nutrition, Wellness, Sports, Physical activities, PSAs, Dance and Calligraphy.

Offered Free Virtual classes for Adults to include Pilates, Line dancing, Yoga, Zumba, and Calligraphy. Virtual Senior Program was also offered via Zoom to include Silver Sneakers, Yoga and Zumba

### **FY 2021-2022 Goals and Objectives**

Survey at least five (5) programs twice a year to gauge customer satisfaction of services i.e. facility cleanliness, rentals, service providers and city run programs.

Benchmark the facility in industry standards in staffing, maintenance costs and capital projects.

Improve the overall aesthetics, landscaping, facility cleanliness and safety protocols.

Continue the new partnership with Florida Memorial University for usage of Track, Field, and locker rooms.

Renovate the interior rooms and hallways with paint, flooring, furniture and lighting.

Increase rental revenue to include facility and outdoor stadium.

Develop activities and programs for young adults ages 23 to 55.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Survey at least five (5) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs.)	Create a survey and distribute to users to evaluate customer satisfaction.	10	15	15
Benchmark the facility in industry standards in staffing, maintenance costs and capital projects.	Survey various cities with facilities of similar size, programming and usage.	3	5	5
Improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.	Develop and implement a maintenance plan to include checklists described by best practices and industry standards.	3	5	5
Offer extensive professional development for staff to improve work ethic and knowledge of aquatic facilities per industry standards.	Staff membership in various professional organization and regular attendance at trainings, workshops, sessions and conferences.	4	4	75% of all staff

PARKS AND RECREATION DEPARTMENT – ATHLETICS DIVISION



## ATHLETICS DIVISION

### MISSION

The Athletics Division is committed to providing lifelong learning experiences to the residents of Miami Gardens while enhancing their achievement of educational goals. Our goal is to teach the values of teamwork, pride, respect, commitment, good work ethic, sportsmanship and development of the proper winning attitude. It is our hope that through our athletic programs, participating residents will adopt these guidelines and develop a positive winning attitude that will carry over into all aspects of their lives.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Athletics Manager	1.00	1.00	1.00
Athletics Coordinator	1.00	1.00	1.00
Athletics Supervisor	2.00	1.00	1.00
Aquatic Facility Manager	1.00	1.00	1.00
Recreation Aide I	2.00	2.00	2.00
Recreation Aide II	2.00	2.00	2.00
Lead Lifeguard Water Safety	1.00	1.00	1.00
Lifeguard Water Safety Instructor	2.80	3.80	3.80
Lifeguard	0.50	0.50	0.50
Lead Tutors/Tutor	1.50	0.00	0.00
Recreation Aide	4.00	4.00	4.00
<b>TOTAL STAFFING</b>	<b>18.80</b>	<b>17.30</b>	<b>17.30</b>

DIVISION EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$526,482	\$592,902	\$502,992	\$729,051	\$824,251
Operating Expenses	\$485,054	\$496,815	\$213,175	\$546,600	\$546,600
<b>TOTAL EXPENDITURES</b>	<b>\$1,011,536</b>	<b>\$1,089,718</b>	<b>\$716,167</b>	<b>\$1,275,651</b>	<b>\$1,370,851</b>

### ANALYSIS

The Athletics Division will continue to offer exceptional programs to the community. In FY21/22 the division will focus on offering more leagues such as baseball, soccer and t-ball to provide additional programs to our residents. The division will also explore adult leagues such as kickball, softball and flag football.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Created virtual athletics programs for soccer and baseball.

Established new agreements to provide soccer, basketball, baseball, tennis and flag football programs.

Staff attended various virtual FRPA sessions.

Renewed the Soccer for Success grant through the US Soccer Foundation.

Formed a partnership with Florida Memorial Athletic Division for volunteers to assist with programs within the division.

### FY 2021-2022 Goals and Objectives

Expand tennis, baseball, basketball, flag football and t-ball leagues.

Survey at least five (5) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs).

Develop and implement a 4-week summer sports camp.

Renew the Soccer for Success grant through the US Soccer Foundation.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Transition the Stingray competitive swim program to Bunche Pool.	Move the program	N/A	100% of enrollees	100% of enrollees
Develop (3) new aquatic programs, Ex. Scuba & Snorkeling.	Implement new programs	N/A	15 per program	15 per program
Survey programs twice a year to gauge customer satisfaction of services. (i.e. facility cleanliness, rentals, service providers and city run programs).	Create a survey and distribute to users to evaluate customer satisfaction.	N/A	Survey 20% of programs	Survey 20% of programs
Offer extensive professional development for staff to improve work ethic and knowledge of aquatic facilities per industry standards.	Staff membership in various professional organization and regular attendance at trainings, workshops, sessions and conferences.	2	6	75% of all staff
Establish partnership with surrounding schools and churches.	Implement a marketing strategy to have information distributed within both schools and churches.	N/A	25% of schools and churches in the area	25% of schools and churches in the area

PARKS AND RECREATION DEPARTMENT – BUNCHE POOL  
DIVISION



## BUNCHE POOL DIVISION

### MISSION

Bunche Pool is committed to providing our citizens with a wide variety of aquatic programs to educate, increase awareness and promote water safety. Our goal is to deliver superior programs and services while providing a clean, safe and fun facility for our patrons to utilize.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Lifeguard Water Safety Instructor	1.00	1.00	1.00
Lead Lifeguard Water Safety Instructor	0.80	0.80	0.80
Lifeguard	1.50	1.50	1.50
Lifeguard (Summer)	1.25	1.25	1.25
Park Manager	0.00	2.00	2.00
<b>TOTAL STAFFING</b>	<b>4.55</b>	<b>6.55</b>	<b>6.55</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$18,373	\$42,805	\$155,342	\$319,072	\$318,256
Operating Expenses	\$22,481	\$22,061	\$86,667	\$68,929	\$68,929
<b>TOTAL EXPENDITURES</b>	<b>\$40,855</b>	<b>\$64,866</b>	<b>\$242,009</b>	<b>\$388,001</b>	<b>\$387,185</b>

### ANALYSIS

The Division will focus on developing new aquatic programs such as Learn to swim, Scuba & Snorkeling.



## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Created virtual videos for Aqua Pole, Synchronized Swimming, Basic First Aid, Exer-swim and Water safety.

Assisted with drive thru vaccinations and food distribution events.

Staff attended various virtual FRPA sessions. Two (2) staff received aqua pole certifications.

Implemented Summer Movie Night for July is Parks and Recreation Month.

### FY 2021-2022 Goals and Objectives

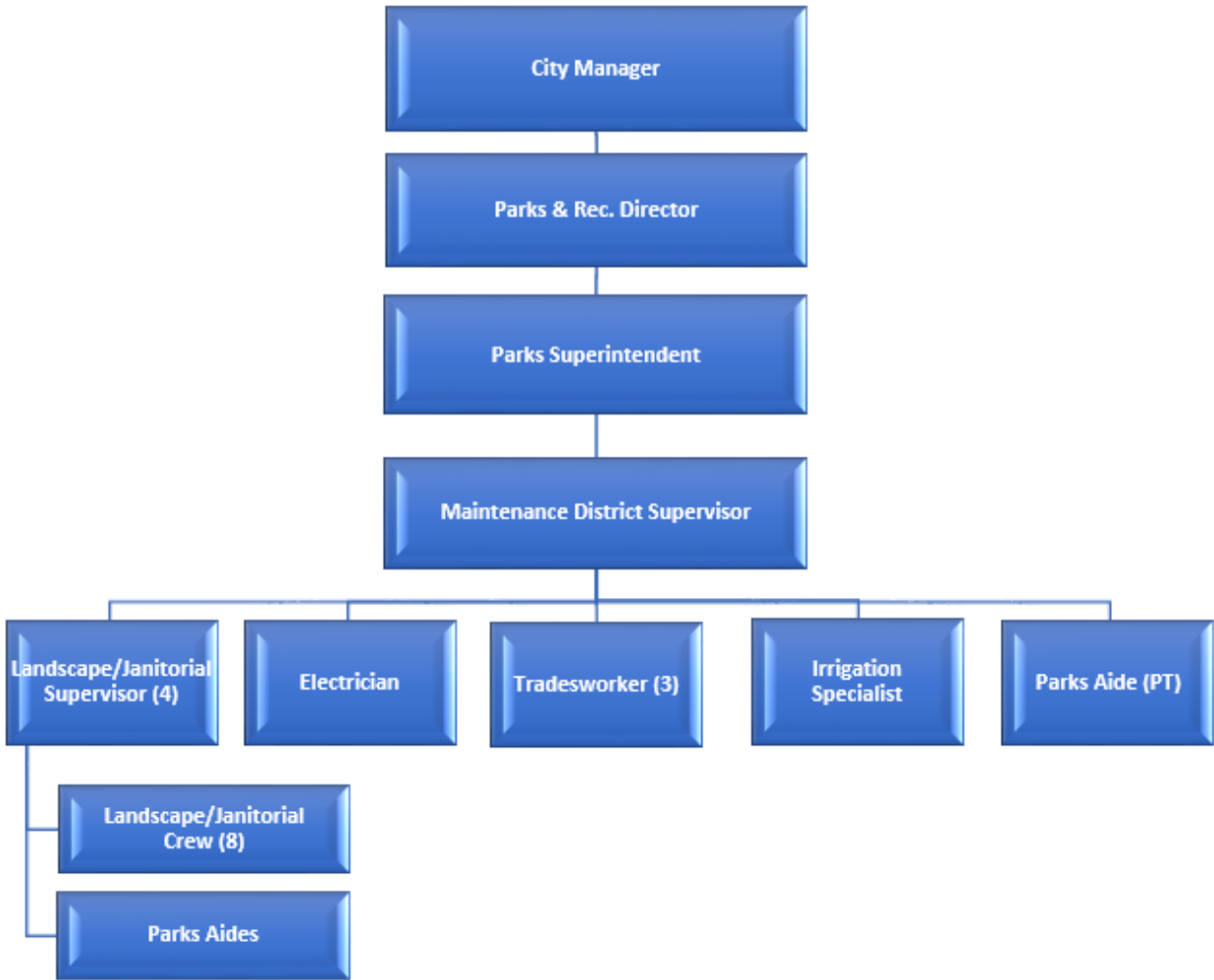
Develop (3) new aquatic programs (such as Aqua Pole Classes, Jr Lifeguarding).

Continue to establish partnerships with surrounding schools and churches.

Survey programs twice a year to gauge customer satisfaction of services i.e. facility cleanliness, rentals, service providers and city run programs.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Transition the Stingray competitive swim program to Bunche Pool.	Move the program	N/A	100% of enrollees	100% of enrollees
Develop (3) new aquatic programs, Ex. Scuba & Snorkeling.	Implement new programs	N/A	15 per program	15 per program
Survey programs twice a year to gauge customer satisfaction of services. (i.e. facility cleanliness, rentals, service providers and city run programs).	Create a survey and distribute to users to evaluate customer satisfaction.	N/A	Survey 20% of programs	Survey 20% of programs
Offer extensive professional development for staff to improve work ethic and knowledge of aquatic facilities per industry standards.	Staff membership in various professional organization and regular attendance at trainings, workshops, sessions and conferences.	2	6	75% of all staff
Establish partnership with surrounding schools and churches.	Implement a marketing strategy to have information distributed within both schools and churches.	N/A	25% of schools and churches in the area	25% of schools and churches in the area

PARKS AND RECREATION DEPARTMENT – MAINTENANCE  
DIVISION



## MAINTENANCE DIVISION

### MISSION

The Park Maintenance Division exists to maintain, develop and improve the parks and municipal facilities entrusted to our residents by the citizens of the Miami Gardens community. We are dedicated to providing a clean, attractive and safe environment for all who use our parks and visit the municipal facilities under our care.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Maintenance District Supervisor	1.00	1.00	0.00
Park Maintenance Manager	0.00	0.00	1.00
Janitorial Supervisor	3.00	3.00	3.00
Janitorial Worker	3.00	3.00	3.00
Landscape Supervisor	3.00	2.00	1.00
Landscape Worker	6.00	6.00	6.00
Trades Worker	3.00	4.00	5.00
Irrigation Supervisor	0.30	0.30	0.30
Parks Superintendent	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>20.30</b>	<b>20.30</b>	<b>20.30</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$958,241	\$970,806	\$925,934	\$1,226,610	\$1,101,970
Operating Expenses	\$282,890	\$409,316	\$239,902	\$289,238	\$305,511
Capital Outlay	\$19,552	\$0	\$5,995	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,260,683</b>	<b>\$1,380,122</b>	<b>\$1,171,831</b>	<b>\$1,515,848</b>	<b>\$1,407,481</b>

### ANALYSIS

The Parks Maintenance Division continues to develop various strategies to improve the beatification of the City's parks, facilities and playgrounds. As the Division continues to address the weekend deficiencies of cleaning the parks and ensuring the maintenance tier plan is being executed on a daily basis, more accomplishments will be seen from this Division.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Aligned Park Maintenance staff to work closely with recreation staff to address deficiencies and repairs as needed.

Implemented maintenance plan to include check lists, service logs to insure equipment is maintained and service according to industry and manufacturer standards.

Provided training and/or professional development in Tree Trimming, pesticide application and OSHA safety procedures.

Two (2) park maintenance staff received their CDL License, one received a Master Electrician's License and one became a Certified Parks and Recreation Executive (CPRE).

Recertify fire and life safety and preventative measures within the facilities.

### FY 2021-2022 Goals and Objectives

Continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.

Training to offer professional development opportunities for staff to improve work ethic and knowledge of parks and recreational activities.

Increase number of professional certifications within the division.

Updating fleet to include new vehicles and utility vehicle.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Offer extensive professional development for staff to improve work ethic and knowledge of aquatic facilities per industry standards.	Staff membership in various professional organization and regular attendance at trainings, workshops, sessions and conferences.	2	75% of all staff	75% of all staff
Repairing various issues within the City by addressing and processing workorders received.	Number of workorders completed.	253	250	250

PARKS AND RECREATION DEPARTMENT – BUCCANEER PARK  
DIVISION



## BUCCANEER PARK DIVISION

### MISSION

Buccaneer Park is committed to providing our citizens with a wide variety of recreational opportunities supported by our parks, facilities and personnel. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Community Center Manager	1.00	1.00	1.00
Asst. Community Center Manager	1.00	1.00	1.00
Recreation Aide II	1.00	1.00	1.00
Recreation Aide I	1.00	1.00	1.00
Recreation Aide	3.40	3.40	3.40
<b>TOTAL STAFFING</b>	<b>7.40</b>	<b>7.40</b>	<b>7.40</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$0	\$291,290	\$329,061	\$331,727	\$358,735
Operating Expenses	\$0	\$127,099	\$123,371	\$197,415	\$191,066
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$418,389</b>	<b>\$452,432</b>	<b>\$529,142</b>	<b>\$549,801</b>

### ANALYSIS

Buccaneer Park will establish spring and winter camps after being fully opened.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Created virtual videos with various Arts & Crafts, DIY and Projects.

Assisted with various community events (such as food distributions and toy giveaways).

### FY 2021-2022 Goals and Objectives

Establish two (2) new partnerships with organizations to provide programs and activities for school age youth and teens.

Establish spring and winter camp for youth.

Continue to increase attendance and activities with the Teen Program.

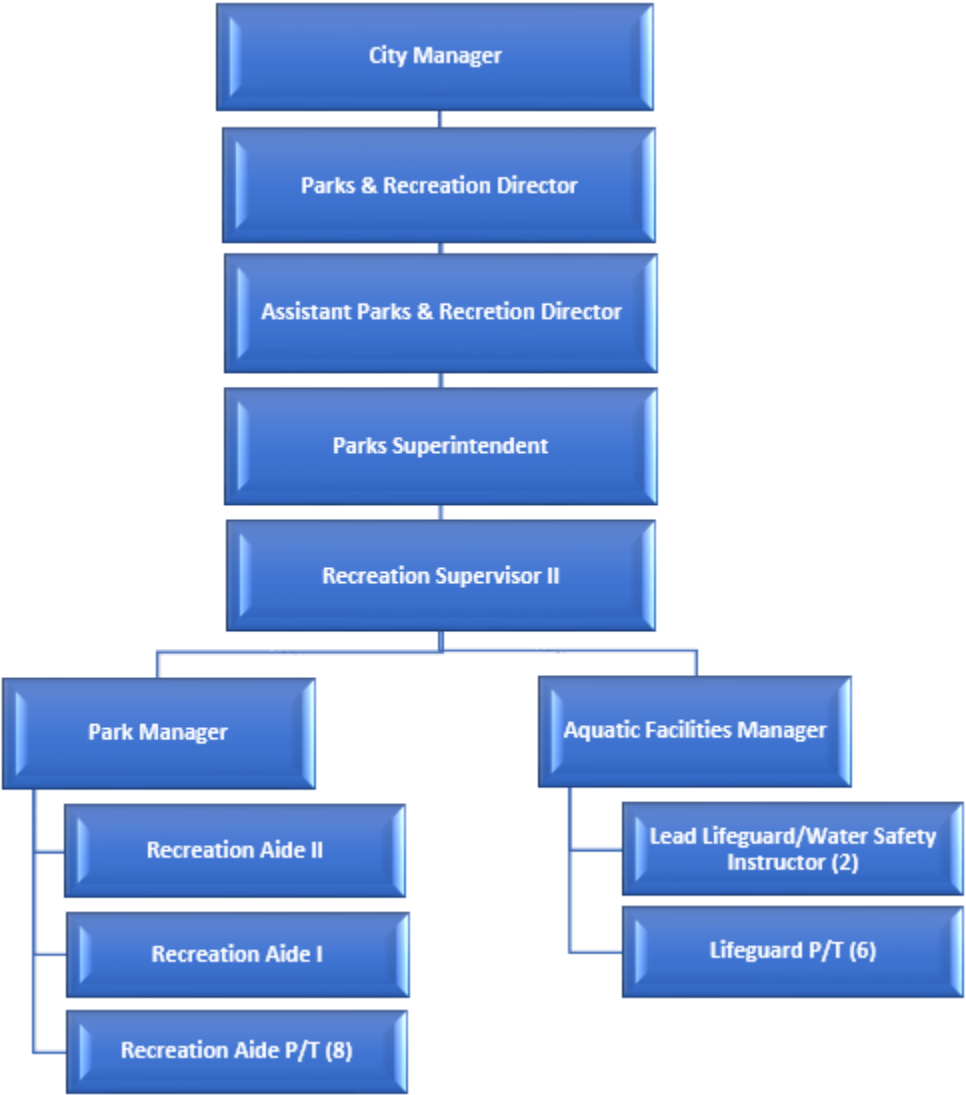
Survey at least two (2) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs).

Continue to offer professional development for staff to improve work ethic and knowledge of parks and recreational activities that focus on recreation and education.

Host a Summer Teen program for 25 youth.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Increase attendance within our Teen Program.	Number of new registrants within these programs	N/A	5	15
Survey at least two (2) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs.)	Create a survey and distribute to users to evaluate customer satisfaction.	N/A	Survey 20% of programs	Survey 20% of programs
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	3	3	75% of all staff
Implement programs to focus on recreation and education at all city recreational facilities.	Number of new programs	N/A	1	3

PARKS AND RECREATION DEPARTMENT – NORWOOD PARK & POOL DIVISION





## NORWOOD PARK & POOL DIVISION

### MISSION

Norwood Park and Pool is committed to providing a wide variety of recreational and aquatic opportunities for our residents. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Recreation Supervisor II	1.00	1.00	1.00
Recreation Aide II	1.00	1.00	1.00
Recreation Aide I	1.00	1.00	1.00
Recreation Aide	4.00	4.00	4.00
Lead Lifeguard Water Safety	2.00	2.00	2.00
Lifeguard	3.90	3.90	3.90
<b>TOTAL STAFFING</b>	<b>12.90</b>	<b>12.90</b>	<b>12.90</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$0	\$2,555	\$141,094	\$382,687	\$476,126
Operating Expenses	\$0	\$13,237	\$169,226	\$333,517	\$277,517
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$15,792</b>	<b>\$310,320</b>	<b>\$716,204</b>	<b>\$753,643</b>

### ANALYSIS

Norwood Park will improve on its aquatic program and increase partnerships. The goal is to continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

In accordance with CDC COVID Safety Protocols, hosted a safe Afterschool, Summer Camp, Winter Camp, Teen and Kids Day off programs through Children's Trust.

Created various Virtual Recreation videos such as Arts & Crafts, DIY projects and Science.

Assisted with various community events such as food distributions and toy giveaways.

### FY 2021-2022 Goals and Objectives

Create innovative aquatic programming to educate while providing physical fitness and water safety.

Establish two (2) new partnerships with organizations to provide programs and activities for school age youth and teens.

Offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Establish two (2) new partnerships with organizations to provide programs and activities for school age youth.	Number of new partnerships established	N/A	2	2
Establish Afterschool, Summer Camp, Winter Camp, Spring Camp, Teen and Kids Day off programs.	Number of registrants within these programs.	N/A	ASC: 12 SC: 25 WC: 5 SC: 12	ASC: 25 SC: 25 WC: 25 SC: 25
Create innovative aquatic programming to educate while providing physical fitness and water safety.	Number of new programs established	N/A	2	2
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	N/A	4 Staff	75% of all staff

PARKS AND RECREATION DEPARTMENT – BUNCHE PARK  
DIVISION



## BUNCHE PARK DIVISION

### MISSION

Bunche Park is committed to providing a wide variety of recreational opportunities for our residents. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Community Center Manager	1.00	1.00	1.00
Asst. Community Center Manager	1.00	0.00	0.00
Recreation Supervisor II	1.00	1.00	1.00
Event Specialist	0.00	1.00	1.00
Recreation Aide II	1.00	1.00	1.00
Recreation Aide I	1.00	1.00	1.00
Recreation Aide	5.00	5.00	5.00
<b>TOTAL STAFFING</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$0	\$0	\$132,710	\$409,316	\$445,542
Operating Expenses	\$0	\$1,152	\$19,124	\$275,583	\$238,990
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$1,152</b>	<b>\$151,835</b>	<b>\$684,899</b>	<b>\$684,532</b>

### ANALYSIS

Bunche Park in will implement camps, establish partnerships, and programs. Our goal is to continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

N/A- Facility under renovations. Projected opening in Summer of 2021.

### FY 2021-2022 Goals and Objectives

Implement Afterschool, Summer Camp, Winter Camp, Spring Camp, Teen and Kids Day off programs.

Form two (2) new partnerships with organizations to provide programs and activities for school age youth and teens.

Offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Implement Afterschool, Summer Camp, Winter Camp, Spring camp, Teen and Kids Day off programs to focus on recreation and education.	Number of new registrants within these programs	N/A	ASC: N/A SC: 30 WC: N/A SC: N/A	ASC: 30 SC: 30 WC: 30 SC: 30
Offer alternative sports programs such as wrestling, fencing, soccer, volleyball football, basketball, lacrosse, cricket, and badminton.	Number of new programs within these programs	N/A	2	5
Establish two (2) new partnerships with organizations to provide programs and activities for school age youth and teens.	Number of new partnerships established	N/A	2 new partnerships	2 new partnerships
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	N/A	4 STAFF	75% of all staff

PARKS & RECREATION DEPARTMENT – SENIOR FAMILY CENTER  
DIVISION



## SENIOR FAMILY CENTER DIVISION

### MISSION

The Senior Family Center is committed to providing a wide variety of recreational opportunities for our residents. Our goal is to deliver superior programs and services to meet the needs of the community in a cost-effective manner.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Community Center Manager	0.00	1.00	1.00
Asst. Community Center Manager	0.00	1.00	1.00
Park Manager	0.00	1.00	1.00
Recreation Aide II	0.00	1.00	1.00
Trades Worker	0.00	1.00	1.00
Recreation Aide	0.00	4.00	4.00
<b>TOTAL STAFFING</b>	<b>0.00</b>	<b>9.00</b>	<b>9.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$0	\$0	\$0	\$0	\$388,658
Operating Expenses	\$0	\$0	\$0	\$0	\$465,271
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$853,929</b>

### ANALYSIS

In FY21-22, the Senior Center will enhance it's recreational activities for residents. Our goal is to continue to improve the overall aesthetics, landscaping, facility cleanliness and safety protocols; as well as execute annual maintenance service agreements.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

N/A - Facility under renovations. Projected opening in Summer of 2021.

### FY 2021-2022 Goals and Objectives

Establish traditional and alternative senior programming such as computer classes, pickle ball, knitting, sewing, gardening, estate planning, health education, outdoor movies and activities, fieldtrips, and senior luncheons.

Expand the current senior program to include seniors on current waiting list.

Form two (2) new partnerships with organizations to provide programs and activities for seniors.

Offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Establish traditional and alternative senior programming such as computer classes, pickle ball, knitting, sewing, gardening, estate planning, health education, outdoor movies and activities, fieldtrips, and senior luncheons.	Number of new registrants within these programs	N/A	N/A	8
Establish new partnerships with organizations to provide programs and activities for seniors.	Number of new partnerships established	N/A	N/A	2
Offer extensive professional development for staff to improve work ethic and knowledge of parks and recreational activities.	Staff membership in various professional organizations and regular attendance at trainings, workshops, sessions and conferences.	N/A	N/A	75% of all staff



## CHILDREN'S TRUST - YAS PROGRAM

### MISSION

The City of Miami Gardens Parks and Recreation Department was awarded grant funding from The Children's Trust of Miami-Dade County for After-school Programs and Summer Camps.

As part of the Youth Afterschool and Summer (YAS) initiative, the City of Miami Gardens will operate four (4) program sites and provide 120 children in grades K-5 with a quality afterschool and summer programs for children in the Miami Gardens area. Highlights of this program will include literacy, fitness, social skills, homework assistance and family engagement.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Teacher	1.25	1.50	1.50
Recreation Aide	5.60	5.60	5.60
Program Manager	0.80	0.80	0.80
<b>TOTAL STAFFING</b>	<b>7.65</b>	<b>7.90</b>	<b>7.90</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$0	\$100,817	\$121,015	\$220,973	\$228,981
Operating Expenses	\$0	\$21,889	\$19,703	\$61,177	\$53,169
<b>TOTAL DIVISION</b>	<b>\$0</b>	<b>\$122,706</b>	<b>\$140,718</b>	<b>\$282,150</b>	<b>\$282,150</b>

### ANALYSIS

The goal of this program is to provide life skills and a variety of educational and fitness related activities, to maintain interest, and create an atmosphere where each child's need for self-expression can be met.

## CHILDREN'S TRUST - YEN PROGRAM

### MISSION

The City of Miami Gardens Parks and Recreation Department was awarded grant funding from The Children's Trust of Miami-Dade County for Youth Enrichment and Supports.

As part of the Youth Enrichment and Supports (YEN) initiative, the City of Miami Gardens provides 50 children in grades 6-12 with a quality afterschool program and 25 children's summer camp programs and activities in the Miami Gardens area. Highlights of this program includes literacy, fitness, social skills, homework assistance and family engagement.

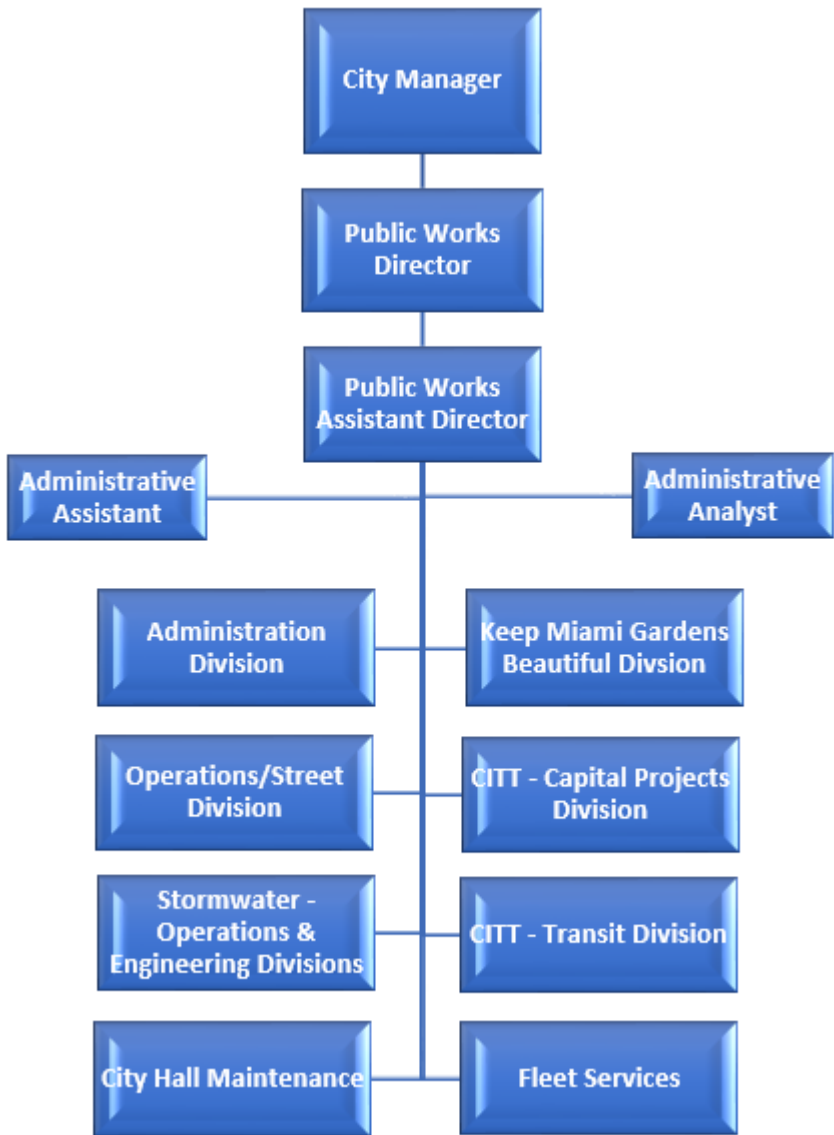
STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Teacher	4.00	4.00	4.00
Recreation Aide	0.80	0.80	0.80
Program Manager	0.80	0.80	0.80
<b>TOTAL STAFFING</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$0	\$35,917	\$59,725	\$81,383	\$89,781
Operating Expenses	\$0	\$12,346	\$12,098	\$43,857	\$35,459
<b>TOTAL DIVISION</b>	<b>\$0</b>	<b>\$48,262</b>	<b>\$71,823</b>	<b>\$125,240</b>	<b>\$125,240</b>

### ANALYSIS

The goal of this program is to provide life skills and a variety of educational and fitness related activities, to maintain interest, and create an atmosphere where each child's need for self-expression can be met.

# PUBLIC WORKS DEPARTMENT



## PUBLIC WORKS DEPARTMENT

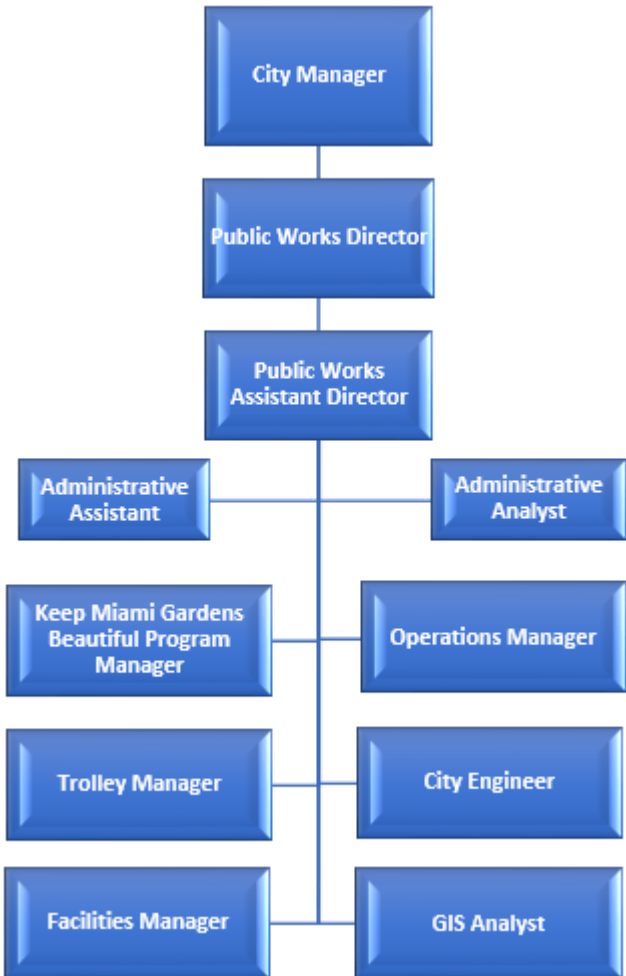
### MISSION

The Public Works Department (PWD) is responsible for the maintenance of public property within the City's limit. This includes: Beautification Projects; Landscape/Grounds Maintenance; Public Streets; Roads; and Stormwater Utility.

The department also houses the Fleet Services Division, which maintains the City's vehicles and equipment and Facilities Maintenance, which includes the upkeep of the Miami Gardens Municipal Complex and city owned properties. Furthermore, the PWD oversees the CMG Circulator, a free community bus service for residents and visitors. The Department also has the responsibility to coordinate Debris Management along-side Miami - Dade County and the City's contractor.

PUBLIC WORKS DEPARTMENT EXPENDITURES					
EXPENDITURES BY PROGRAM	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Fleet Services Division	\$2,465,936	\$2,890,652	\$2,209,781	\$2,504,647	\$2,875,372
City Hall Maintenance	\$770,877	\$841,043	\$862,282	\$807,950	\$808,299
<b>General Fund Total</b>	<b>\$3,236,813</b>	<b>\$3,731,695</b>	<b>\$3,072,064</b>	<b>\$3,312,597</b>	<b>\$3,683,671</b>
Administration Division	\$1,356,949	\$1,377,408	\$1,465,485	\$1,478,766	\$1,887,611
KMGB Division	\$210,837	\$233,004	\$207,944	\$214,091	\$235,023
Operations/Street Division	\$1,660,251	\$1,893,281	\$1,951,911	\$1,981,188	\$2,324,236
CITT - Capital Proj Division	\$1,723,534	\$2,048,126	\$3,637,508	\$6,507,324	\$5,833,221
CITT - Transit Division	\$1,115,955	\$1,289,941	\$1,402,197	\$1,457,747	\$1,529,737
<b>Transportation Fund Total</b>	<b>\$6,067,526</b>	<b>\$6,841,760</b>	<b>\$8,665,044</b>	<b>\$11,639,116</b>	<b>\$11,809,828</b>
Stormwater Operations	\$2,728,659	\$3,013,777	\$3,042,088	\$3,075,002	\$3,048,044
Engineering Division	\$273,056	\$347,188	\$416,736	\$4,471,518	\$4,663,269
<b>Stormwater Fund Total</b>	<b>\$3,001,715</b>	<b>\$3,360,966</b>	<b>\$3,458,824</b>	<b>\$7,546,520</b>	<b>\$7,711,313</b>
<b>TOTAL EXPENDITURES</b>	<b>\$12,306,054</b>	<b>\$13,934,421</b>	<b>\$15,195,933</b>	<b>\$22,498,233</b>	<b>\$23,204,812</b>

PUBLIC WORKS DEPARTMENT – ADMINISTRATION DIVISION



## ADMINISTRATION DIVISION

### MISSION

The Department operates through five (5) Divisions - The Administration Division, The Keep Miami Gardens Beautiful Program Division, the Streets Division, and Stormwater Utility Operations. The Administration Division of the Public Works Department is responsible for the activities of the Public Works Director and staff.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Public Works Director	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00
Public Works Operations Manager	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
GIS Analyst	0.25	0.25	0.25
<b>TOTAL STAFFING</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$501,860	\$517,075	\$556,822	\$591,051	\$630,124
Operating Expenses	\$66,190	\$54,230	\$36,766	\$52,685	\$52,683
Capital Outlay	\$0	\$0	\$54,467	\$9,304	\$9,304
Interfund Transfers	\$788,899	\$806,103	\$817,431	\$825,726	\$1,195,500
<b>TOTAL EXPENDITURES</b>	<b>\$1,356,949</b>	<b>\$1,377,408</b>	<b>\$1,465,485</b>	<b>\$1,478,766</b>	<b>\$1,887,611</b>

### ANALYSIS

The Administrative Division of the Public Works Department is responsible for oversight of the Department's operations through three (3) Operating Divisions (Landscaping, Streets and Keep Miami Gardens Beautiful) and a separate Division housed in the Stormwater Utility Fund. For Fiscal Year 2022, the division will continue to work with Florida Department of Transportation to ensure city projects are completed in a timely manner.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Due to COVID-19, a sanitizing plan was added to keep riders safe this included adding partitions between the seats and sanitizing station at City Hall and inside the trolley. In addition, reports were sent to the County and the State to update our efforts.

Researched and received grants for additional funds for tree planting to meet our Canopy Study and Stormwater Projects.

Work with the City Manager's Office for transitioning the City's Fleet Division to E-fleet –Enterprise, Inc. The Fleet Representative position was eliminated.

Continued to make all the divisions more efficient and accountable for the tasks.

Continuing the water cost saving measures like changing medians potable water to well irrigation systems.

Planning and Implementing the Engineering Public Works Project.

Continuing the closing process with FDOT for the Hard Rock Pedestrian Bridges and Tunnels Project.

### **FY 2021-2022 Goals and Objectives**

Work with the FDOT with all the projects in the City.

Complete the County Appraiser's Tax Roll Process for the Stormwater and Streetlight District Fees on tax roll.

Administer all the Public Works Capital Projects with the Engineering Division.

Continuing the transition of the Fleet Division to E-fleet as vehicles are replaced.

Increase our customer service to our internal and external customers.

Continuing our COVID-19 protocols and sanitizing our offices and facilities as needed to maintain a safe work environment.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Respond to all customer concerns within 48 hours.	Response time to customer concerns.	100%	100%	100%
Increase the number of awarded grants.	Number of grants awarded.	3	3	3
Secure grant funding whenever feasible for public works.	Amount of grant funding secured.	18,307,152	500,000	500,000
Ensure all work orders are completed for the FY.	Number of work orders completed.	996	575	800
Obtain "Satisfied" rating from a higher percentage of surveyed customers than previous year.	Percent of customers satisfied with service rendered.	100%	100%	100%



PUBLIC WORKS DEPARTMENT – KEEP MIAMI GARDENS  
BEAUTIFUL DIVISION



## KEEP MIAMI GARDENS BEAUTIFUL DIVISION

### MISSION

The Keep Miami Gardens Beautiful Program Division of the Public Works Department is responsible for the beautification activities of the City. The Division operates primarily through volunteer efforts and concentrates its efforts on right-of-way beautification and litter removal. It is responsible for City entrance signs and planted areas. The Division sponsors a number of joint programs with various homeowner associations throughout the City. The Division is responsible for monitoring the City's contracts with the Florida Department of Corrections for four (4) Public Works crews responsible for the removal of litter and assist in maintaining median landscaping.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
KMGB Program Manager	1.00	1.00	1.00
KMGB Program Coordinator	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$131,105	\$146,690	\$151,525	\$155,441	\$160,069
Operating Expenses	\$79,732	\$86,314	\$56,419	\$55,650	\$65,650
Capital Outlay	\$0	\$0	\$0	\$3,000	\$9,304
<b>TOTAL DIVISION</b>	<b>\$210,837</b>	<b>\$233,004</b>	<b>\$207,944</b>	<b>\$214,091</b>	<b>\$235,023</b>

### ANALYSIS

The Division continues to be involved with environmental education. In Fiscal Year 22, the City continues to provide programs to include the Adopt a Road, Earth Day, Swat a Litter Bug, Beautification Awards, Great American Clean-up, Arbor Day and Recycling.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

The City received the 2020 Tree City USA certification and the Litter Control and Prevention Grant from State Department of Transportation.

The City Adopt-A Tree program gave away over 1,000 trees to our residents during the City's Annual Arbor Day celebration. This year we had a drive-thru due to COVID-19.

Continued and assisted in the community garden and fruit tree farm in the Senior Citizen Center.

Continued increasing the tree canopy in the City per the Tree Canopy Study.

Completed the County NEATS Grant under the tree planting initiative with Leslie Estates Tree Planting Project.

Received another year funding from FDOT for \$14,569 for the Great American Cleanup litter Prevention Program as a funding matching grant.

No Beautification Board due to COVID-19; however, continued the activities.

### **FY 2021-2022 Goals and Objectives**

To apply for beautification grant (tree plantings, litter control, etc.).

Plant 500 street and right of way trees as a part of the City's tree canopy program.

Create new community pride volunteer programs to beautify the City.

Continue the KMGB Programs (Adopt a Road, Earth Day, Swat a Litter Bug, Beautification Awards, and Arbor Day). This year the division is adding Dare to Care and Keep it Green Signage.

Coordinate clean-up activities throughout the communities to keep Miami Gardens clean from litter.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Recruit Volunteers for clean-up efforts.	Number of volunteer hours.	8,313	7,000	6,000
Increase the City Tree Canopy coverage to 35%.	Number of trees planted.	53	150	200
Save on potable irrigation water usage.	Number of gallons saved.	18,271	20,088	25,000
Increase the road litter removal.	Number of bags picked up.	14,708	12,000	14,000
Increase the pickup efforts of the crews under the Department of Corrections.	Number of Miles of road that are picked up.	12,574	11,760	13,000
Increase the Adopt A Road sections.	Number of roads adopted.	5	6	7
Increase school outreach (environmental education)	Number of classes/workshops.	14	15	15
Increase community tree care awareness.	Number of workshops/seminars.	2	3	6



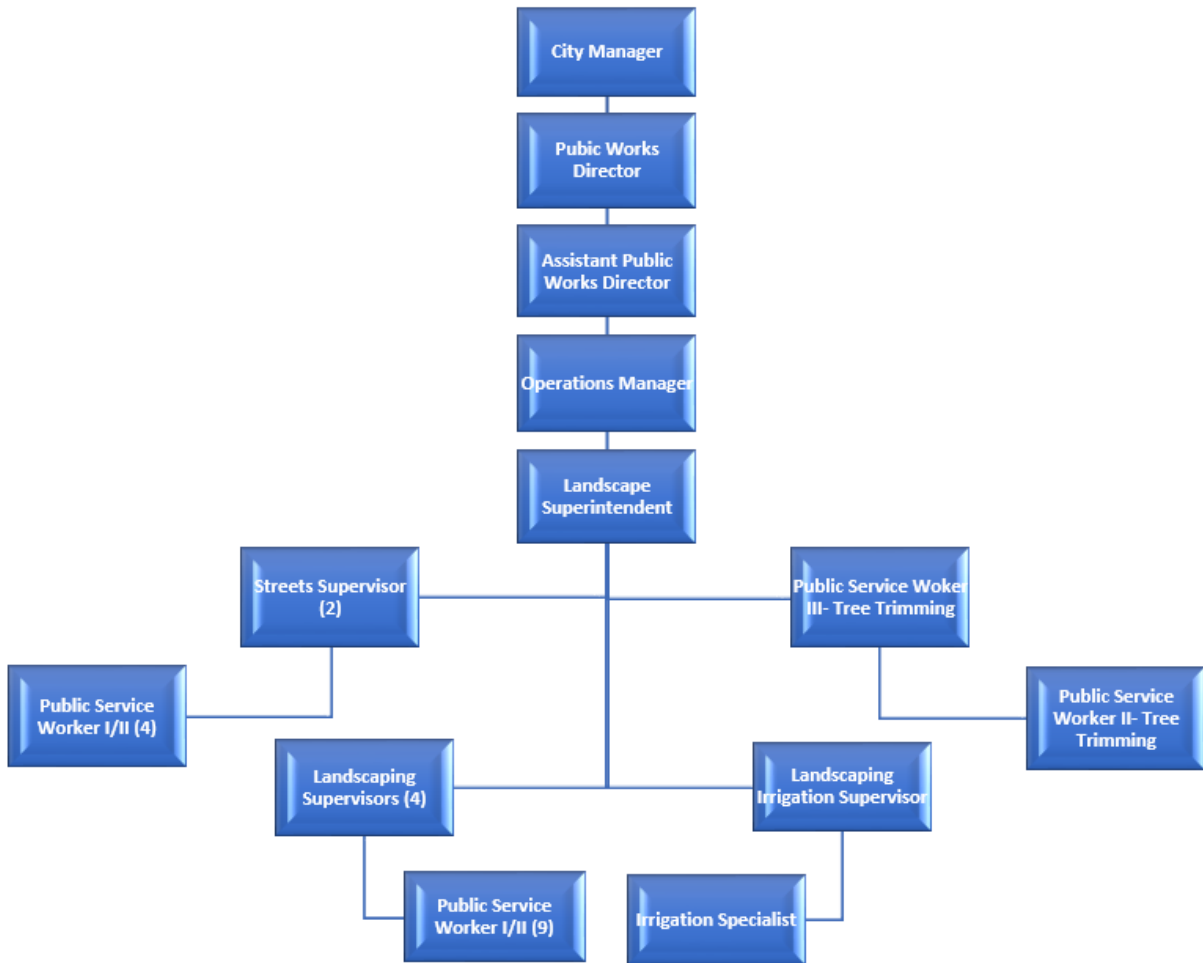
**KEEP MIAMI GARDENS  
BEAUTIFUL**

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KEEP AMERICA BEAUTIFUL AFFILIATE

Keep Miami Gardens Beautiful Emblem

PUBLIC WORKS DEPARTMENT – OPERATIONS/STREETS DIVISION



## OPERATIONS/STREETS DIVISION

### MISSION

The Streets Division of the Public Works Department is responsible for maintenance of the City's three hundred (300) plus miles of streets, medians, sidewalks and street rights-of-way and ten (10) miles of canals. The Division administers the annual street paving program and pedestrian access efforts. The Division serves as the staff of the Stormwater Utility through a charge-back system.

The Division serves as the staff of the Stormwater Utility through a charge-back system.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Landscape Superintendent	1.00	1.00	1.00
Arborist	0.25	0.25	0.00
Public Service Supervisor	6.00	6.00	6.00
Public Service Worker I	7.00	7.00	7.00
Public Service Worker II	7.00	7.00	7.00
Public Service Worker III	2.00	2.00	2.00
Irrigation Supervisor	0.70	0.70	0.70
Irrigation Specialist	1.00	1.00	1.00
Tree Care Specialist	0.00	0.00	0.25
Code Enforcement Officer	0.00	0.00	0.50
<b>TOTAL STAFFING</b>	<b>24.95</b>	<b>24.95</b>	<b>25.45</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$1,265,738	\$1,468,705	\$1,473,538	\$1,576,100	\$1,771,948
Operating Expenses	\$386,904	\$424,576	\$478,373	\$405,088	\$552,288
Capital Outlay	\$7,610	\$0	\$0	\$0	\$0
<b>Total Division</b>	<b>\$1,660,251</b>	<b>\$1,893,281</b>	<b>\$1,951,911</b>	<b>\$1,981,188</b>	<b>\$2,324,236</b>

### ANALYSIS

In Fiscal Year 2022, CITT Funds will cover repaving roads and replacing/installing sidewalks and replacing broken sidewalks throughout the City under the Public Works' Engineering Division. The Street Division will continue to repair potholes and sinkholes as needed.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Repaired 5,933 feet of sidewalk.

Installed 130 linear feet of sidewalks by Public Works.

Collected 5,818 bags of litter.

Continued the beautification on the medians throughout the City by adding and replacing plants and trees.

Repaired 178 potholes throughout the City.

Maintained over 52 acres of irrigated and non-irrigated swale areas.

Due to COVID-19, a contractor and temporary worker(s) were hired to assist with all the illegal trash and litter that were picked up by the correction crews that were out during the pandemic.

The Correction Crews returned to work in February 2, 2021 for their regular routine of litter/trash control and assist with landscaping.

### **FY 2021-2022 Goals and Objectives**

To repair over 8,000 linear feet of trip and fall sidewalks throughout the City.

To continue paving streets and adding new sidewalks with CITT Funds through the Public Works' Engineering Division.

Maintaining the landscaping throughout the medians.

Repair potholes, edge of roads, and sinkholes as needed.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Complete all pothole repairs.	Number of potholes repaired.	119	60	70
Complete no less than 1,800 linear feet of sidewalks.	Number of linear feet of sidewalks repaired.	7,072	6,840	9,000
Complete no less than 200 linear feet of new sidewalks installed.	Number of linear feet of new sidewalks installed.	120	140	400
Complete no less than 300 acres of irrigated/maintained swale area.	Number of acres of irrigated/maintained swale area completed.	276	216	300
Complete no less than 150 acres of non- irrigated/ maintained swale area.	Number of acres of non- irrigated/ maintained swale area completed.	238	228	300



PUBLIC WORKS DEPARTMENT – CITT | CAPITAL PROJECTS  
DIVISION



## CITT- CAPITAL PROJECTS DIVISION

### MISSION

The Division will utilize funding from the Citizens Independent Transportation Trust Fund to perform capital projects related to improving the road conditions for motorists and the safe access for pedestrians within the City's right-of-way.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Project Manager	1	1	1
Engineering Project Coordinator	1	1	1
<b>TOTAL STAFFING</b>	<b>2</b>	<b>2</b>	<b>2</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$210,701	\$217,144	\$231,252	\$230,852	\$242,751
Operating Expenses	\$24,791	\$266	\$3,030	\$10,000	\$10,470
Capital Outlay	\$1,488,042	\$1,830,716	\$3,403,225	\$6,266,472	\$5,580,000
Reserve	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,723,534</b>	<b>\$2,048,126</b>	<b>\$3,637,508</b>	<b>\$6,507,324</b>	<b>\$5,833,221</b>

### ANALYSIS

In Fiscal Year 2022, CITT Funds will cover the pavement management program to include but not limited to repaving roads and replace/install sidewalks throughout the City. In addition, specific projects are in the 5 year Capital Projects Plan for this Fiscal Year to include Vista Verde Road and Drainage Improvement Project, repaving NW 39 Ct, NW 46 Ave and from NW 200 St – 207 Dr., and NW 27-37 Ave and from NW 204 St to NW 211 St.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Completed roadway improvements, drainage, resurfacing, sidewalk repair and ADA improvements per the 5 Year Capital Project list throughout the City.

Completed construction design of the Vista Verde Phase

### **FY 2021-2022 Goals and Objectives**

Work the Roadway Assessment Plan into the Public Works Road and Sidewalk Projects.

Continue the road pavement program -resurfacing, adding and improving medians and install/repair sidewalks City-wide as part of overall projects.

Continue the standalone sidewalk improvements throughout the City.

Complete Stormwater Improvement Projects per budgeted projects shared with Stormwater Funds.

PUBLIC WORKS DEPARTMENT – CITT TRANSIT DIVISION



## CITT- TRANSIT DIVISION

### MISSION

This Division will utilize the funding from Citizens Independent Transportation Trust to perform capital projects related to ADA sidewalk improvements around the bus stops, bus shelter maintenance/improvements and a bus circulator related to transit.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Public Service Worker I	1	1	1
Public Service Worker II	1	1	1
Trolley Program Manager	1	1	1
<b>TOTAL STAFFING</b>	<b>3</b>	<b>3</b>	<b>3</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$179,107	\$191,452	\$181,781	\$201,952	\$222,075
Operating Expenses	\$869,880	\$1,043,579	\$1,095,110	\$1,195,795	\$1,307,662
Capital Outlay	\$66,968	\$54,911	\$125,306	\$60,000	\$0
<b>Total Division</b>	<b>\$1,115,955</b>	<b>\$1,289,941</b>	<b>\$1,402,197</b>	<b>\$1,457,747</b>	<b>\$1,529,737</b>

### ANALYSIS

For Fiscal Year 2022, the City's Transit program will continue to prove successful with an additional trolley to the route system. With the additional trolley, it would assist in eliminating extensive waiting time.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Completed fiscal year Bus Stop Sidewalks/ADA Improvements.

Completed certain repairs on the existing bus shelters and bus stops due to accidents and maintenance.

Maintained a safe COVID-19 environment on the trolleys with partition separation of seats and sanitizing the trolleys and also set up a sanitizing station at City Hall.

Assisted with transporting residents from one location to the City's vaccination site.

### FY 2021-2022 Goals and Objectives

Continue completing extra Bus Stop Sidewalks/ADA Improvements throughout the City leading to bus stops/shelters.

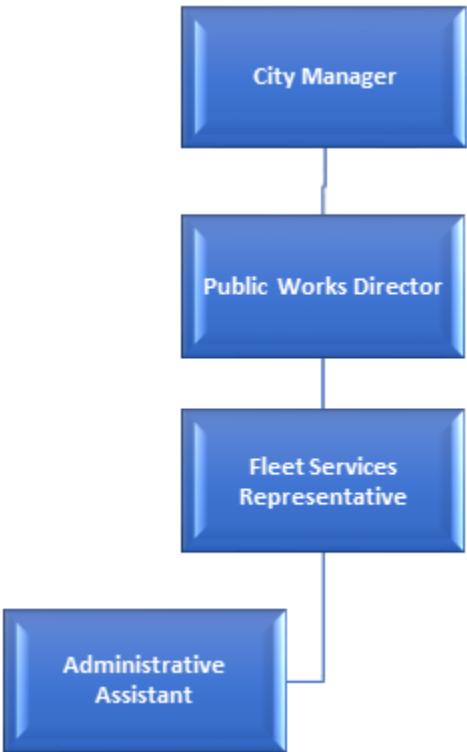
Maintain bus stops/shelters and implement the monitor the new bus and shelter advertising with the subcontractor.

Continue replacing weathered and damaged benches and trash receptacles as needed.

To add a fourth new trolley to the route system to decrease the waiting time of one hour to a possible 30-minute wait.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Bus schedule efficiency.	Percentage of punctuality in bus stop arrival.	95%	94%	93%
Passenger Count.	Average number of riders per month.	7,727	8,200	8,400
Publicity to public for services provided.	Community Outreach Events.	20	30	40
Service beyond Scheduled Routes.	Special Events.	18	22	25

PUBLIC WORKS DEPARTMENT – FLEET SERVICES DIVISION



## FLEET SERVICES DIVISION

### MISSION

In 2020, the Fleet Services (a division of the Public Works Department) was cut back due to the entering into a contract with Enterprise Leasing. The Fleet Manager and Representative's position was eliminated. The City is in the process of replacing all vehicles to new leasing vehicle through Enterprise Leasing. This Fiscal Year's mission is to continue to transition the new vehicle to each department to maintain allowing the elimination of the Fleet Division by 2022.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Fleet Services Manager	1.00	0.00	0.00
Fleet Services Representative	1.00	1.00	1.00
Fleet Services Admin Analyst	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$202,843	\$257,490	\$188,743	\$151,924	\$81,818
Operating Expenses	\$1,896,305	\$2,041,715	\$1,987,953	\$2,352,723	\$2,793,554
Capital Outlay	\$366,788	\$591,447	\$33,086	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$2,465,936</b>	<b>\$2,890,652</b>	<b>\$2,209,781</b>	<b>\$2,504,647</b>	<b>\$2,875,372</b>

### ANALYSIS

For fiscal year 22, the Fleet division will continue to focus on enterprise leasing by allowing each department the opportunity in taking ownership of leasing vehicles and any expense (i.e. Oil changes, fuel, etc.) that may arise.



## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Transitioned new vehicles to replace high mileage and older vehicles under a leasing program under Enterprise Leasing to minimize downtime and repair expenditures.

Transitioned the new vehicles to each designated department to operate and maintain due to the Fleet Division being eliminated.

Coordinated any fuel issues with the County since the fuel has been switch to the County Fuel Facilities.

Auctioned off the old vehicles being replaced with leasing vehicle by Enterprise Leasing.

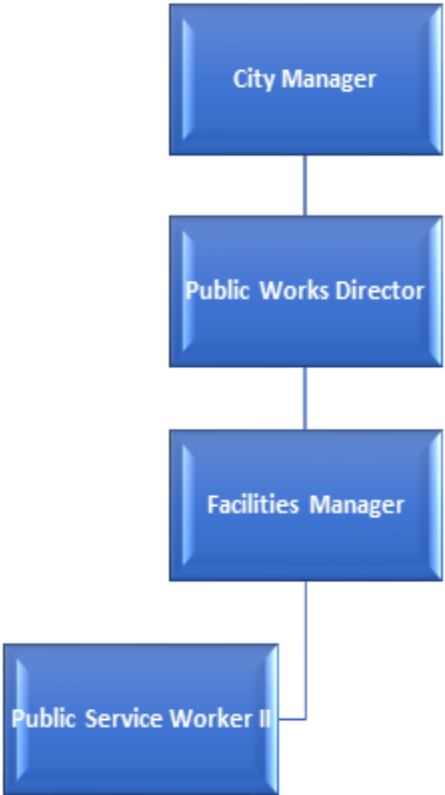
### FY 2021-2022 Goals and Objectives

Continue transitioning and completing the old vehicles to new leasing vehicles through Enterprise Leasing into 2022.

Continue maintaining the old vehicles as they are being replaced by new leasing vehicles and transitioning to each department to operate and maintain.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Complete a minimum of 2,300 work orders submitted for repairs and preventative maintenance.	Number of work orders completed.	1,701	2,350	3,000
Repair vehicle collisions.	Number of collisions.	67	68	70

PUBLIC WORKS DEPARTMENT – CITY HALL MAINTENANCE  
DIVISION



## CITY HALL MAINTENANCE DIVISION

### MISSION

The City Maintenance Division is under the Public Works Department which includes the City Hall Administrative Building and the Police Building. In addition, it also maintains all the other City facilities except for Parks. This Division is established to account for maintenance repairs and utility costs associated with the buildings.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Facility Manager	1.00	1.00	1.00
Receptionist	2.10	0.00	0.00
Public Service Worker II	1.00	1.00	1.00
<b>TOTAL STAFFING</b>	<b>4.10</b>	<b>2.00</b>	<b>2.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$162,175	\$235,390	\$263,802	\$204,083	\$217,201
Operating Expenses	\$608,702	\$605,653	\$598,480	\$603,867	\$591,098
<b>TOTAL DIVISION</b>	<b>\$770,877</b>	<b>\$841,043</b>	<b>\$862,282</b>	<b>\$807,950</b>	<b>\$808,299</b>

### ANALYSIS

There are no major changes in the FY2022 budget as compared to the previous year. Sufficient funding has been made available to conduct the necessary operations of the Division.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Provided preventative maintenance and emergency responses to all non-Parks Facilities.

Monitored the power from the new solar panels and maintain them as well.

Assisted in keeping the building safe from COVID-19 -Sanitizing Coordination.

Managed the Facilities – Non-Park Janitorial Service.

Coordinated the landscaping maintenance around the City Hall and Police Complex with a Landscaping Company.

Updated the maintenance Plan as needed.

### FY 2021-2022 Goals and Objectives

Provide preventative maintenance and emergency responses to all non-Parks Facilities.

Continue to monitor the power from the new solar panels and maintain them as well.

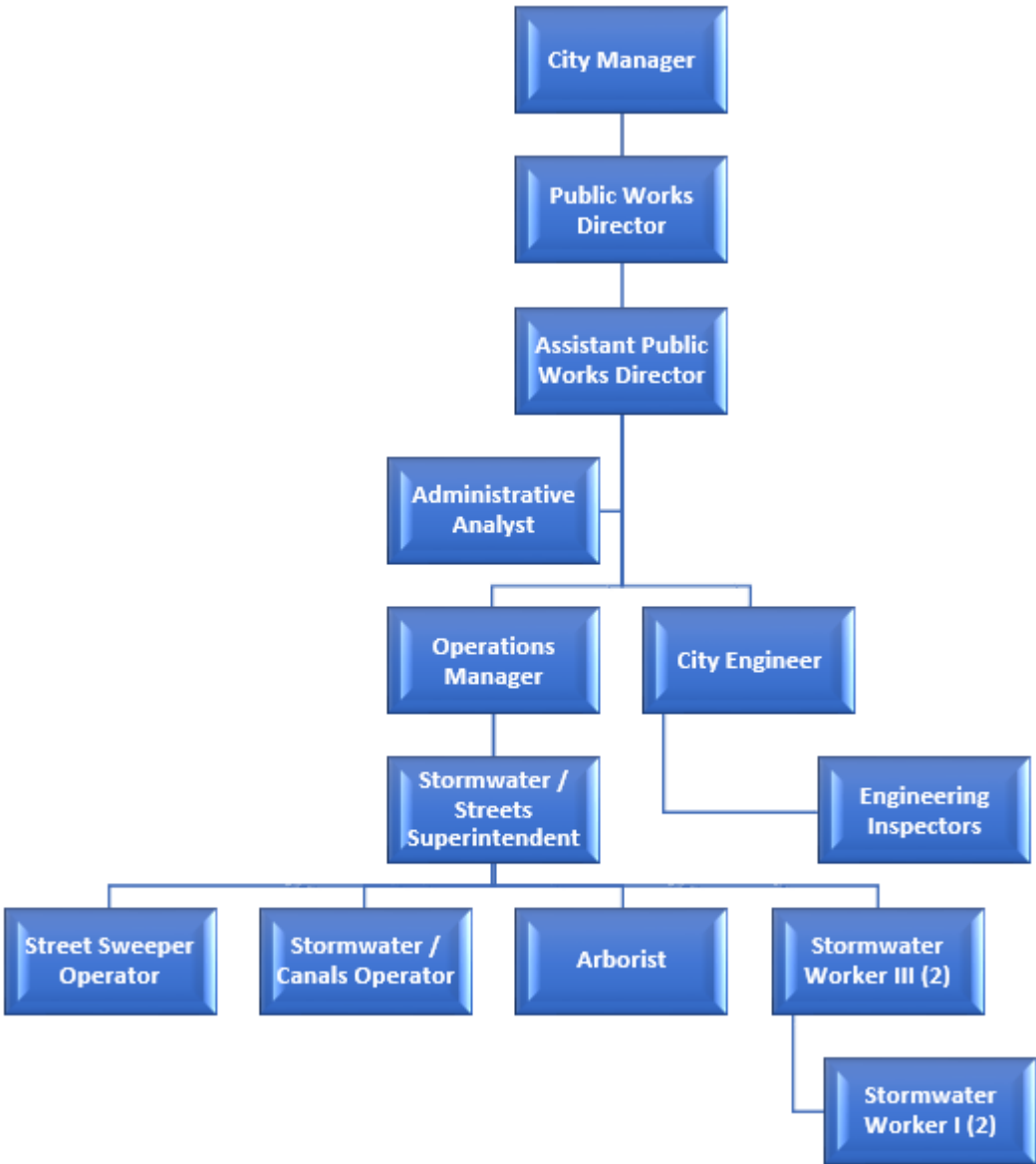
Assist on all City Hall Events – post COVID-19 as needed.

Manage the Facilities – Non-Park Janitorial Service – continue to coordinate the COVID-19 Sanitizing efforts to keep the facilities safe.

Coordinate the landscaping maintenance around the City Hall and Police Complex a Landscaping Company.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Preventative maintenance to equipment keeping them clean from airborne dust and other materials that lead to breakdown and disruptions.	Number of filters changed.	1,659	1,800	1,850
Tracking responsiveness of facility maintenance.	Average time for requests to be completed.	4 Hours	4 Hours	8 hours
Documenting the number of requests to track, identify, and determine use/wear on furnishings and components.	Number of requests.	20	30	60
After hour service calls responses.	Emergency Response to alarms, garage door malfunctions, HVAC, power issue, etc.	30	35	40
Events Sponsored by CMG. Stand by for maintenance support MEP and to over-see clean-up	Number of times to set-up and standby for the events.	7	12	15

STORMWATER OPERATIONS & ENGINEERING DIVISIONS



## OPERATIONS & ENGINEERING DIVISIONS

### MISSION

The mission of the Stormwater Utility is to identify and resolve flooding issues within the City. It does this through routine maintenance of drainage structures, street cleaning, construction of new drainage systems and the periodic cleaning of canals.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Administrative Analyst	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00
Building Inspector/Plans Examiner	0.20	0.20	0.20
Engineering Inspector I	2.00	1.00	1.00
Engineering Inspector III	0.00	1.00	1.00
Stormwater/Street Superintendent	1.00	1.00	1.00
Street Sweeper Operator	1.00	1.00	1.00
Stormwater Worker III	2.00	2.00	2.00
Stormwater Worker I	4.00	4.00	4.00
Arborist	0.75	0.75	0.00
Chief Plumbing Inspector/Plans Examiner	0.00	0.00	0.20
Tree Care Specialist	0.00	0.00	0.75
<b>TOTAL STAFFING</b>	<b>12.95</b>	<b>12.95</b>	<b>13.15</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$787,297	\$941,876	\$1,013,064	\$1,005,558	\$1,079,506
Operating Expenses	\$1,510,377	\$1,676,566	\$1,752,476	\$1,151,569	\$1,220,197
Capital Outlay	\$9,680	\$48,666	\$—	\$4,245,017	\$4,334,044
Debt Service	\$225,958	\$211,403	\$196,355	\$632,537	\$632,331
Interfund Transfers	\$468,403	\$482,455	\$496,930	\$511,839	\$445,235
<b>TOTAL DIVISION</b>	<b>\$3,001,715</b>	<b>\$3,360,966</b>	<b>\$3,458,824</b>	<b>\$7,546,520</b>	<b>\$7,711,313</b>

### ANALYSIS

In FY 2022, the operations divisions continues to be able to perform more drainage improvement projects throughout the city resulting in higher Capital Outlay budget for the year.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Completed update assessment for the tax roll through the Property Appraiser's Office for the annual Stormwater fees/billing.

Completing the Vista Verde

### FY 2021-2022 Goals and Objectives

To start and complete construction of the Vista Verde Road & Drainage Improvement Project-Phase #4 (Grant received from the State to complete the project).

To complete The Leslie Estates #4 road and drainage transfer from the residents to start design of the Leslie Estates #4 Road & Drainage Improvement Project.

To start construction of the NW 7 Avenue Road and Drainage Improvement Project.

To continue the construction of the NW 17, 18, 19 and 20 Avenue Outfall and Canal Erosion Protection Project.

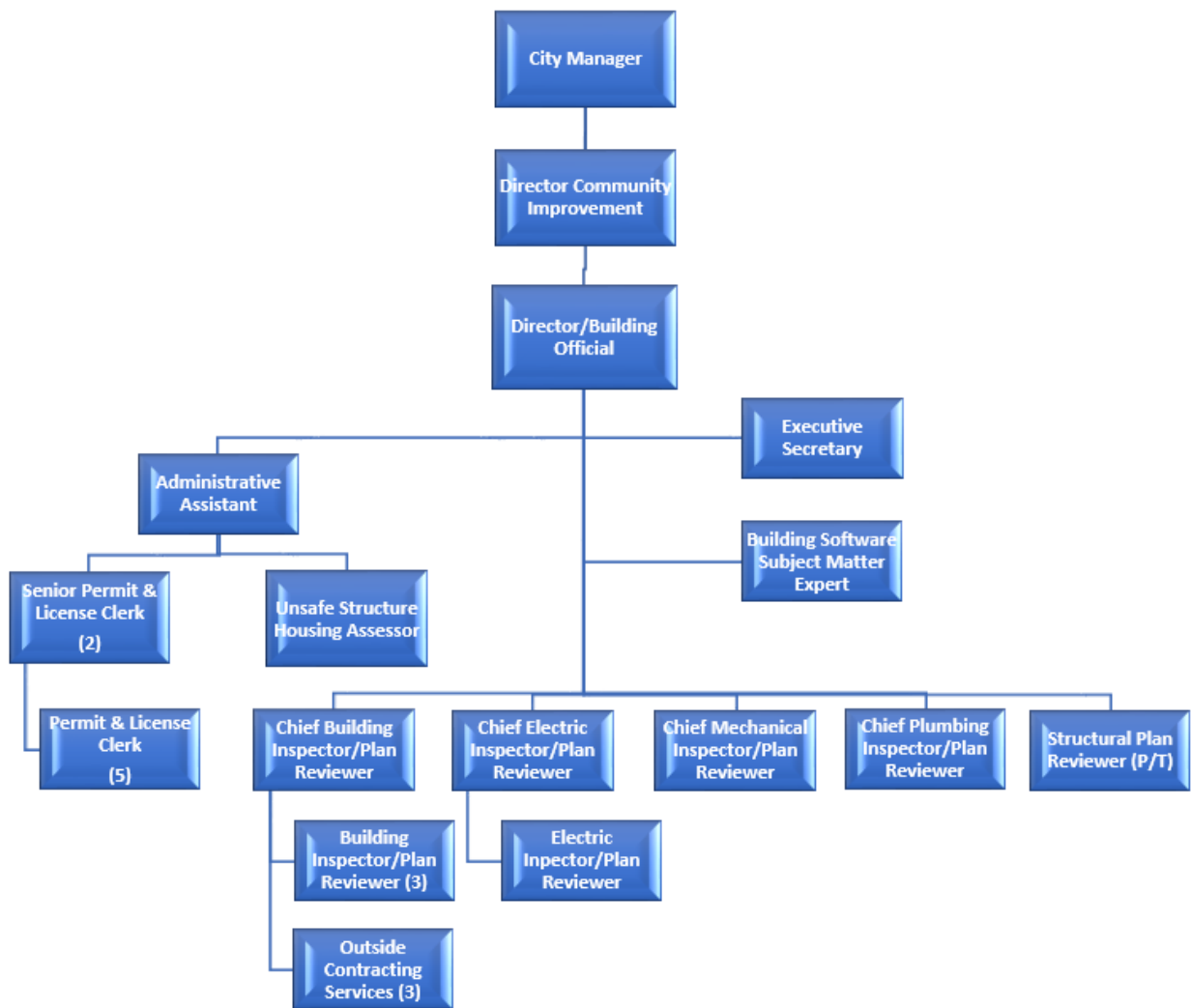
Completing the Canal and Erosion Protection Project on NW 17, 18, 19, 20 Avenue and the canal road crossing.

To complete the Stormwater Master Plan with GIS Information.

Continue to update the Stormwater GIS throughout the City.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Respond to 100% of citizen requests within 48 hours.	Percent response to within 48 hours.	100%	100%	100%
Clean and inspect no less than 600 Catch Basins.	Number of catch basins cleaned and inspected.	871	848	850
Clean and inspect no less than 12,000 linear feet of drainage piping .	Number of drainage piping cleaned and inspected.	15,583	18,000	1,800
Clean 1000 miles of streets with the sweeper.	Number of miles of streets swept.	1,118	1,460	2,000
Clean, inspect, or maintain 50 culverts.	Number of culverts cleaned, inspected or maintained.	48	48	60
Clean and inspect no less than 500 manholes.	Number of manholes cleaned and inspected.	937	850	892

# BUILDING SERVICES DEPARTMENT





## BUILDING SERVICES DEPARTMENT

### MISSION

The Building Services Division is committed to preserve the health, safety and welfare of its residents, businesses and the general public through the interpretation and enforcement of the Florida Building Code, as well as other applicable regulations governing construction and land use. The Division is committed to providing quality services to all citizens through innovation, continuous improvement, and excellence in customer service. Through orderly review, processing, issuance and inspection of building permits, we ensure construction within the City complies with the provisions of all applicable codes to enhance the general quality of life.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Building Official	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00
Chief Electrical Inspector	1.00	1.00	1.00
Executive Secretary	0.90	0.90	0.90
Chief Mechanical Inspector	1.00	1.00	1.00
Building Inspector/Plans Examiner	2.80	2.80	2.80
Administrative Assistant	1.00	1.00	1.00
Senior Permit & Licensing Clerk	2.00	2.00	2.00
Structural Plans Examiner	0.50	0.50	0.50
Permit & Licensing Clerk	5.00	5.00	5.00
Electrical Inspector/Plans Examiner	1.00	1.00	1.00
Chief Plumbing Inspector	0.80	0.80	0.80
Housing Inspector	1.00	1.00	1.00
Community Improvement Director	0.20	0.20	0.20
GIS Analyst	0.25	0.25	0.25
Building Dept. Subject Matter Expert	1.00	1.00	1.00
Receptionist	0.00	0.00	0.80
<b>TOTAL STAFFING</b>	<b>20.45</b>	<b>20.45</b>	<b>21.25</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$1,192,034	\$1,572,989	\$2,039,574	\$2,008,576	\$2,537,830
Operating Expenses	\$584,852	\$526,157	\$434,049	\$498,013	\$687,149
Capital Outlay	\$0	\$50,210	\$195,020	\$88,388	\$88,388
Interfund Transfers	\$419,242	\$431,819	\$444,775	\$553,483	\$667,128
Non-Operating Exp	\$100,000	\$100,000	\$592,509	\$1,685,088	\$0
<b>Total Department</b>	<b>\$2,296,128</b>	<b>\$2,681,176</b>	<b>\$3,705,927</b>	<b>\$4,833,548</b>	<b>\$3,980,495</b>

## ANALYSIS

Last year we continued to have prosperous year with multiple large projects such as Senior Family Center, Rolling Oaks and Scott Park. The Government Obligation Bond (GOB) has provided new complexes and amenities at several recreational parks within the City. In FY 21-2, in addition the GOB will continue to bring new projects online. This continued expansion will drive modernization and growth to the department providing for a more efficient and resourceful building services division. There is an increase to the budget due to an increase in Profession Services.

## ACCOMPLISHMENTS, GOALS & OBJECTIVES

### FY 2020-2021 Accomplishments

Completed 75% digitization of building plans for public records.

Enhance employee development to provide exceptional internal and external customer services.

Identified and Initiated process/service for continued improvements during Covid-19.

Continued success CRS program rating maintaining reducing residents Flood Insurance rates.

### FY 2021-2022 Goals and Objectives

Implement Energov E-permitting software.

Train staff on Bluebeam Revu software.

Complete integration of Bluebeam software to provide effective electronic plan review.

Becoming less dependent on paper and focusing on electronic based program modern Building Department.

Continue the digitization process of building plans in storage for public records.

Training all inspector to be multifaceted as plans reviewer.

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
Digitize building plans for public record storage.	Complete Digitization of plans for public record.	75%	75%	100%
Enhance employee development to provide exceptional internal and external customer services.	100% attendance of staff at recommended section specific, in-house & off site trainings.	75%	90%	100%
Maintain Community Rating System (CRS) rating.	Maintain Community Rating System (CRS) rating of 6.	100%	100%	100%
Implement Energov E-permitting software.	Establish and implement Energov software.	75%	90%	100%
Train staff BlueBeam Revu	Train staff on software to reviews which will allow staff to mark up	50%	75%	100%
Identify and Initiate process/service improvements.	Update standard operating procedures manual and departmental forms on website.	50%	80%	100%
Identify, Inspect & Demolish Unsafe Structures.	Demolish identified unsafe structures in a timely manner.	4	7	8

COMMUNITY DEVELOPMENT DEPARTMENT



## COMMUNITY DEVELOPMENT DEPARTMENT

### MISSION

The Community Development Department uses funds from various public sources to address priority needs and specific objectives related to the provision of affordable housing.

The Department's activities include the development or rehabilitation of affordable housing, homeownership counseling and financial assistance, community events and programs, neighborhood association partnerships, social service referrals, and the promotion of economic opportunity within underserved areas.

Funding for the Department is provided by federal and state grant programs and program income, which includes the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program and the State of Florida's State Housing Initiatives Partnership (SHIP) program.

Grant funding is directed into the following program categories: Housing, Public Services, Capital Improvements, Program Administration and Economic Development.

The primary focus for housing funds is to preserve, upgrade and expand existing affordable housing stock; provide decent, safe and sanitary housing; demolish and clear unsafe structures; assist homeowners with rehabilitation of their home; acquire and rehabilitate homes as appropriate; and encourage new housing development.

COMMUNITY DEVELOPMENT DEPARTMENT EXPENDITURES					
EXPENDITURES BY PROGRAM	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
SHIP Program	\$90,643	\$194,619	\$250,451	\$105,402	\$479,887
CDBG Program	\$735,823	\$1,677,210	\$3,122,409	\$1,198,586	\$1,111,210
<b>TOTAL EXPENDITURES</b>	<b>\$826,466</b>	<b>\$1,871,829</b>	<b>\$3,372,860</b>	<b>\$1,303,988</b>	<b>\$1,591,097</b>

## STATE HOUSING INITIATIVE PROGRAM (SHIP)

### MISSION

The purpose of the State Housing Initiative Program (SHIP) is to meet the housing needs of the very low, low and moderate-income households; to expand production of and preserve affordable housing; and to further the housing element of the local government comprehensive plan specific to affordable housing.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Administrative Analyst	0.20	0.20	0.20
Administrative Assistant	0.50	0.50	0.00
<b>TOTAL STAFFING</b>	<b>0.70</b>	<b>0.70</b>	<b>0.20</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$39,768	\$37,378	\$25,971	\$42,902	\$39,863
Operating Expenses	\$50,875	\$157,242	\$224,479	\$62,500	\$148,200
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$291,824
<b>TOTAL DIVISION</b>	<b>\$90,643</b>	<b>\$194,619</b>	<b>\$250,451</b>	<b>\$105,402</b>	<b>\$479,887</b>

### ANALYSIS

In FY21-22, there's an increase to the budget for Rental Assistance and Work done by contractors.

## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

### MISSION

The program's mission is to stabilize the existing housing stock in the city by providing decent, safe and sanitary home our residents. We will manage our funds by offering a rehabilitation program to provide financial assistance to very low, low and moderate-income residents that require assistance in bringing the property up to standards. In addition, we will expand the home ownership process by offering financial support to assist with a purchase of a home within the City.

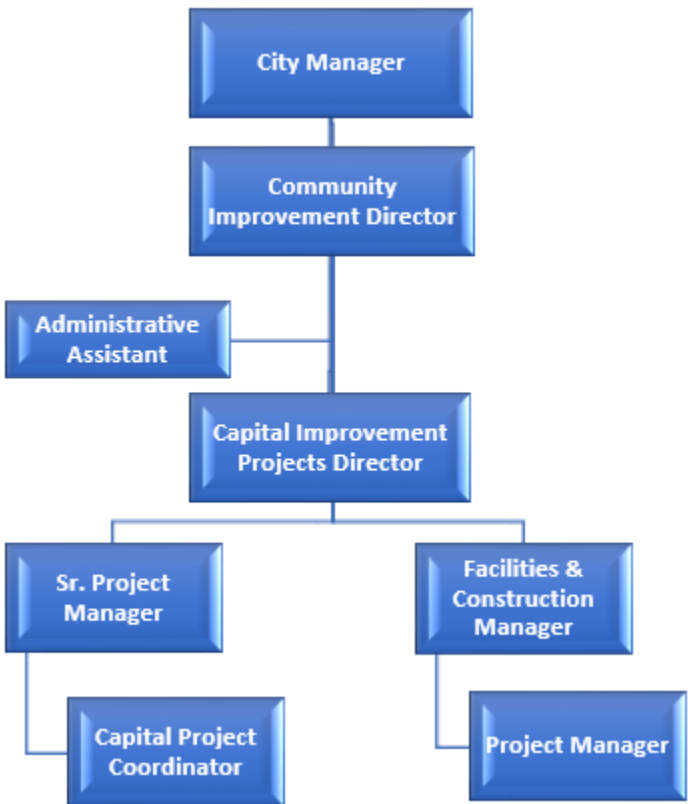
STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Administrative Analyst	0.80	0.80	0.80
Administrative Assistant	0.50	0.50	0.00
Community Development Coordinator	1.00	1.00	0.00
Loan Program Administrator	1.00	0.00	0.00
Community Development Director	0.00	1.00	1.00
Community Improvement Director	0.20	0.20	0.20
<b>TOTAL STAFFING</b>	<b>3.50</b>	<b>3.50</b>	<b>2.00</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$242,740	\$176,163	\$222,881	\$322,586	\$199,536
Operating Expenses	\$493,083	\$844,442	\$1,025,208	\$126,000	\$104,206
Capital Outlay	\$0	\$656,604	\$1,874,320	\$750,000	\$807,468
<b>TOTAL DIVISION</b>	<b>\$735,823</b>	<b>\$1,677,210</b>	<b>\$3,122,409</b>	<b>\$1,198,586</b>	<b>\$1,111,210</b>

### ANALYSIS

In FY21-22, there is a reduction in the overall budget due to a decrease in Professional Service and Contractual work.

CAPITAL PROJECTS – OPERATIONS DIVISION





## CAPITAL PROJECTS - OPERATIONS DIVISION

### MISSION

Capital Improvement Project Department administers multi-year capital projects throughout the City. The Capital Budget presents project budgets for both the current and planned capital projects necessary to improve, enhance and maintain public facilities and infrastructure to meet the needs and service demands of residents and visitors.

The projects include improvements to the Parks, Police building, City offices and other city-operated facilities. The Department manages capital projects funded through both the general fund and the General Obligation Bond (GOB). Staff, comprised of architects and engineers, manage professional consultants and contractors responsible for the design and construction for all City projects.

Capital Projects strive to enrich the quality of life of City residents and visitors by delivering high-quality development projects identified in the City's Comprehensive Development Master Plan and Bond Implementation Plan in a timely and efficient manner.

STAFFING LEVELS			
AUTHORIZED POSITIONS	FY 19-20	FY 20-21	FY 21-22
Community Improvement Director	0.20	0.20	0.20
Capital Improvement Projects Director	1.00	1.00	1.00
Senior Project Manager	1.00	1.00	1.00
Project Manager	2.00	2.00	1.00
Capital Project Coordinator	0.00	0.00	1.00
Facilities & Construction Manager	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50
<b>TOTAL STAFFING</b>	<b>5.70</b>	<b>5.70</b>	<b>5.70</b>

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$421,206	\$646,832	\$556,999	\$725,980	\$598,754
Operating Expenses	\$4,932	\$11,303	\$13,719	\$29,339	\$23,642
Capital Outlay	\$111,497	\$42,272	\$354,911	\$2,800	\$2,800
Debt Service	\$6,432,945	\$6,040,261	\$21,320,112	\$5,959,143	\$5,918,591
<b>TOTAL EXPENDITURES</b>	<b>\$6,970,579</b>	<b>\$6,740,668</b>	<b>\$22,245,741</b>	<b>\$6,717,262</b>	<b>\$6,543,787</b>

### ANALYSIS

In FY2022, expecting to engage/commence construction on additional projects, as the Senior Family Center, Bunche Park and Cloverleaf Park has been completed. There is a decrease in the FY22 budget due to a reduction in Professional Services.

## **ACCOMPLISHMENTS, GOALS & OBJECTIVES**

### **FY 2020-2021 Accomplishments**

Completed construction on Bunche Park.

Completed construction on Senior Family Center.

Commenced construction on Cloverleaf Park.

Commenced construction on Andover Park.

Completed playgrounds at Bennett Lifter Park and Myrtle Grove Park.

Complete design and permitting for Risco Park.

Complete design and permitting for Rolling Oaks Park.

Complete design and permitting for Bennett Lifter Park Phase 2.

Begin and complete design for Lester Brown Phase 2.

### **FY 2021-2022 Goals and Objectives**

Implement Capital Projects City-Wide

Increase Transparency in Project Delivery

Increase Efficiency in Processes

PERFORMANCE INDICATORS				
OBJECTIVES	PERFORMANCE INDICATORS	ACTUAL FY 2020	BUDGET FY 2021	BUDGET FY 2022
100% Milestones completed on time	Percentage of Milestones Completed on time	87%	91%	100%
100% Milestones completed on budget	Percentage of Milestones Completed on budget.	100%	74%	85%
Complete identified GOB project milestones	Number of Milestones Completed	15	23	30
Complete identified GOB project milestones	Number of Projects Completed	2	2	5
Complete identified GOB project milestones	Number of Projects in process	6	8	13

## GENERAL ADMINISTRATION DIVISION

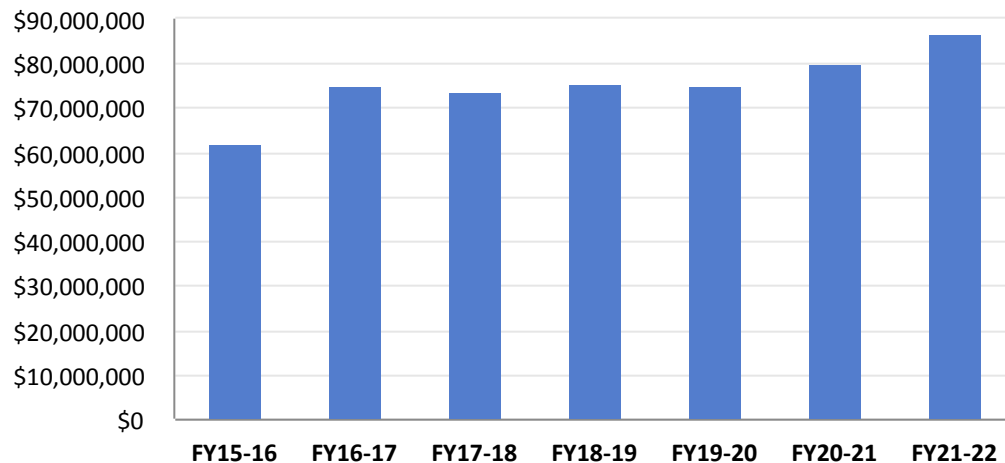
### MISSION

The General Administration budget is utilized to account for those expenses non-specific to any Department and/or Division within the General Fund.

PROGRAM EXPENDITURES					
CATEGORY	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
Personnel Services	\$13,810	\$10,578	\$18,677	\$10,000	\$10,000
Operating Expenses	\$3,491,976	\$4,075,831	\$4,100,753	\$3,447,285	\$3,515,143
Interfund Transfers	\$13,302,034	\$7,294,040	\$6,560,693	\$6,384,038	\$7,600,271
Non-Operating Expenses	\$125,000	\$0	\$0	\$2,134,542	\$1,173,649
<b>TOTAL DEPARTMENT</b>	<b>\$16,932,820</b>	<b>\$11,380,450</b>	<b>\$10,680,123</b>	<b>\$11,975,865</b>	<b>\$12,299,063</b>

TOTAL GENERAL FUND EXPENDITURES					
GENERAL FUND	ACTUAL FY 17-18	ACTUAL FY 18-19	ACTUAL FY 19-20	BUDGET FY 20-21	BUDGET FY 21-22
<b>TOTAL</b>	<b>\$73,719,288</b>	<b>\$75,532,557</b>	<b>\$75,196,405</b>	<b>\$80,136,954</b>	<b>\$86,768,514</b>

### History of General Fund Expenditures



The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the blue background is a large, stylized arch in a medium blue color. The arch starts from the bottom left, curves upwards and to the right, and then curves back down towards the bottom right. The overall composition is modern and geometric.

# Annual Line Item Budgets General Fund

General Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Property Taxes</b>					
001-00-00-311-000-00	Ad Valorem Taxes	\$31,489,271	\$35,228,905	\$34,172,038	\$37,712,746
001-00-00-311-001-00	Delinquent Ad Valorem Taxes	\$1,333,957	\$750,000	\$750,000	\$750,000
<b>Utility Taxes</b>					
001-00-00-314-100-00	Electric Utility Tax	\$7,395,375	\$7,000,000	\$7,000,000	\$7,000,000
001-00-00-314-300-00	Water Utility Tax	\$1,467,573	\$1,500,000	\$1,400,496	\$1,500,000
001-00-00-314-400-00	Gas Utility Tax	\$321,666	\$225,000	\$89,490	\$225,000
001-00-00-315-510-00	Telecommunication Tax	\$2,082,686	\$1,957,676	\$2,126,503	\$2,085,861
<b>Other Taxes</b>					
001-00-00-316-000-00	Local Business Tax	\$897,458	\$1,250,000	\$963,869	\$1,250,000
<b>Franchise Fees</b>					
001-00-00-323-100-00	Electric Franchise Fee	\$1,095,217	\$3,021,062	\$3,580,840	\$3,750,000
001-00-00-323-400-00	Gas Franchise Fee	\$133,965	\$190,000	\$311,901	\$250,000
001-00-00-323-700-00	Solid Waste Franchise Fee	\$1,089,080	\$850,000	\$850,000	\$850,000
001-00-00-323-901-00	Towing Franchise Fees	\$151,126	\$85,000	\$0	\$85,000
<b>Permits , Fees and Assessments</b>					
001-00-00-322-001-00	Planning & Zoning Fees	\$780,914	\$600,000	\$801,422	\$600,000
001-00-00-329-100-00	Alarm Permit Fees	\$48,501	\$50,000	\$41,088	\$50,000
001-00-00-329-200-00	Landlord Permit Fees	\$126,218	\$125,000	\$120,660	\$125,000
001-00-00-329-600-00	Special Events Permit	\$545	\$0	\$1,399	\$5,000
001-00-00-329-700-00	Towing Permit Fees	\$0	\$500	\$516	\$500
001-00-00-329-800-00	Certificates of Use	\$481,570	\$500,000	\$500,000	\$500,000
001-00-00-329-900-00	Certificate of Re-Occupancy	\$161,832	\$250,000	\$213,218	\$250,000
<b>Intergovernment Revenue, State/Federal Shared Revenues</b>					
001-00-00-331-202-00	Byrne Grant	-\$23,512	\$54,279	\$0	\$54,279
001-00-00-331-203-00	Cops Grant	\$27,118	\$0	\$0	\$0
001-00-00-331-250-00	US Department of Justice	\$226,423	\$60,000	\$70,952	\$0
001-00-00-334-200-00	State Grant - Public Safety	\$102,067	\$0	\$39,352	\$0
001-00-00-335-120-00	State Revenue Sharing	\$2,881,892	\$2,271,950	\$2,271,950	\$3,823,263
001-00-00-335-150-00	Alcoholic Beverage Licenses	\$21,197	\$21,000	\$20,888	\$21,000
001-00-00-335-180-00	Half-Cent Sales Tax	\$7,750,253	\$7,623,465	\$7,491,498	\$9,050,916
001-00-00-337-204-00	Byrne Grant - County	\$9,889	\$10,692	\$17,212	\$10,692

General Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Shared Revenues: Other</b>					
001-00-00-338-001-00	County Occupational Licenses	\$144,358	\$140,000	\$144,390	\$140,000
<b>Charges for Services</b>					
001-00-00-341-100-00	Recording Fees	\$42	\$42	\$827	\$42
001-00-00-341-101-00	Lien Searches	\$158,381	\$119,000	\$119,000	\$150,000
001-00-00-341-301-00	Lien Reduction Application Fee	\$15,625	\$15,000	\$5,268	\$15,000
001-00-00-341-302-00	Amnesty Lien Reduction App	\$774,432	\$275,000	\$320,919	\$275,000
001-00-00-341-900-00	Passport Fees	\$0	\$0	\$0	\$50,000
001-00-00-341-920-00	Election Qualifying Fees	\$4,700	\$4,050	\$0	\$4,050
001-00-00-342-100-00	Police Services	\$78,153	\$38,000	\$40,494	\$38,000
001-00-00-342-105-00	Off Duty Police Officer Revenue	\$3,455,320	\$3,095,700	\$3,095,700	\$3,500,000
001-00-00-347-200-00	Parks and Recreation	\$47,841	\$30,000	\$22,136	\$50,000
001-00-00-347-201-00	Daily Recreation Admissions	\$15,312	\$10,000	\$139	\$10,000
001-00-00-347-202-00	Recreation Facility Rentals	\$36,899	\$10,000	\$1,118	\$50,000
001-00-00-347-203-00	Youth Sports Program	\$6,225	\$30,000	\$1,409	\$30,000
001-00-00-347-204-00	Community Cntr Memberships	\$12,082	\$10,000	\$7,032	\$10,000
001-00-00-347-205-00	P & R Sponsorship/Fundraiser	\$14,550	\$2,500	\$0	\$7,500
001-00-00-347-206-00	Contract Classes	\$28,509	\$24,000	\$0	\$24,000
001-00-00-347-207-00	BTF Rentals	\$128,867	\$15,000	\$2,332	\$25,000
001-00-00-347-209-00	P & R Vendors	\$2,660	\$0	\$0	\$1,255
001-00-00-347-220-03	Pink Tea Vendor	\$300	\$0	\$0	\$0
001-00-00-347-220-04	Halloween Vendor	\$2,230	\$0	\$0	\$0
001-00-00-347-415-00	Jazz Festival	\$0	\$3,000,000	\$0	\$3,200,000
001-00-00-347-416-00	JITG - Vendors	\$0	\$100,000	\$0	\$100,000
001-00-00-347-418-00	JITG - Women's Impact	\$2,241	\$100,000	\$0	\$100,000
001-00-00-347-419-00	Council Special Events Revenue	\$15,051	\$10,000	\$1,500	\$10,000
001-00-00-349-101-00	Vending Machines	\$2,225	\$2,500	\$0	\$2,500
001-00-00-349-102-00	Cost Recovery	\$47,963	\$24,374	\$14,383	\$25,000
<b>Fines and Forfeitures</b>					
001-00-00-351-100-00	Parking Fines	\$1,909	\$3,000	\$2,718	\$3,000
001-00-00-351-200-00	School Crossing Guard- Clerk	\$1,477	\$1,000	\$0	\$1,000
001-00-00-351-300-00	School Crossing Guard- County	\$210,202	\$230,000	\$42,111	\$230,000
001-00-00-351-500-00	Traffic Fines	\$571,149	\$150,000	\$83,086	\$150,000
001-00-00-351-510-00	Red Light Camera- County	\$971,375	\$800,000	\$240,467	\$800,000

General Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
001-00-00-354-100-00	Nuisance Abatement Fine	\$1,450	\$1,450	\$1,300	\$1,450
001-00-00-354-103-00	Code Enforcement Fines	\$171,790	\$125,000	\$418,211	\$250,000
001-00-00-358-200-00	Assets Seized by Law Enf	\$9,300	\$7,500	\$0	\$7,500
001-00-00-359-010-00	Red Light Camera Fines	\$3,355,242	\$3,000,000	\$3,584,100	\$2,440,645
001-00-00-359-011-00	Red Light Special Master	\$66,481	\$175,000	\$86,408	\$175,000
001-00-00-359-200-00	False Alarms Fines	\$208,826	\$125,000	\$143,023	\$125,000
<b>Miscellaneous Revenues</b>					
001-00-00-361-100-00	Interest	\$323,042	\$300,000	\$46,596	\$300,000
001-00-00-362-101-00	Bus Benches	\$12,516	\$5,000	\$6,880	\$5,000
001-00-00-365-000-00	Sales of Other Assets	\$72,753	\$100,000	\$552,385	\$250,000
001-00-00-366-000-00	Contributions and Donations	\$19,421	\$5,000	\$0	\$5,000
001-00-00-366-002-00	Local Grant Canine Program	\$12,500	\$12,500	\$0	\$12,500
001-00-00-366-003-00	Local Grant Neat Streets Miami	\$7,575	\$14,569	\$0	\$14,569
001-00-00-366-004-00	Local Grant Soccer for Success	\$1,500	\$0	\$0	\$0
001-00-00-369-400-00	Slot Machine Revenues	\$803,404	\$1,000,000	\$983,830	\$1,000,000
001-00-00-369-900-00	Other Miscellaneous Revenues	\$78,177	\$75,000	\$94,453	\$1,075,000
001-00-00-369-902-00	Lobbying Registration Fees	\$5,500	\$4,500	\$4,350	\$4,500
001-00-00-369-903-00	Insurance Reimbursement	\$69,653	\$68,237	\$160,299	\$75,000
001-00-00-369-905-00	Foreclosure Property registry	\$190,800	\$125,000	\$125,000	\$125,000
001-00-00-369-906-00	Rebates	\$16,578	\$16,578	\$0	\$16,578
001-00-00-369-908-00	Billboard	\$80,000	\$80,000	\$0	\$180,000
001-00-00-369-909-00	Police Vehicle usage	\$67,101	\$58,500	\$58,458	\$58,500
<b>Other Sources</b>					
001-00-00-381-015-10	Inter Transf - Transportation	\$426,501	\$439,297	\$439,297	\$806,046
001-00-00-381-026-15	Inter Transf - Develop Svc.	\$444,775	\$458,119	\$458,119	\$568,902
001-00-00-381-026-16	Tech Fee from Devl Svc. Fund	\$0	\$95,365	\$0	\$98,226
001-00-00-381-029-41	Inter Transf - Stormwater	\$287,918	\$296,556	\$296,556	\$223,494
001-00-00-381-030-15	Repayment GF from Devl Svc. Fund	\$592,509	\$1,685,088	\$0	\$0
001-00-00-381-031-30	Inter Transf - Capital Prj.	\$10,331,747	\$0	\$0	\$0
<b>TOTAL GENERAL FUND REVENUE</b>		<b>\$87,382,742</b>	<b>\$80,136,954</b>	<b>\$74,439,588</b>	<b>\$86,768,514</b>



General Fund Office of the Mayor Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
001-11-00-511-310-00	Professional Services	\$69,216	\$75,000	\$71,500	\$75,000
001-11-00-511-400-00	Travel and Per Diem	\$12,208	\$15,000	\$1,552	\$15,000
001-11-00-511-523-00	CMG Junior Council	\$622	\$12,000	\$0	\$0
001-11-00-511-540-00	Books, Publications, and Dues	\$75,201	\$77,522	\$70,421	\$54,300
001-11-00-511-550-00	Educational & Training	\$1,660	\$9,000	\$4,533	\$17,500
<b>TOTAL OFFICE OF THE MAYOR</b>		<b>\$158,907</b>	<b>\$188,522</b>	<b>\$148,006</b>	<b>\$161,800</b>

General Fund Legislative Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-11-01-511-102-00	Regular Salaries and Wages	\$362,860	\$300,857	\$408,665	\$441,557
001-11-01-511-104-00	Overtime	\$62	\$10,000	\$0	\$0
001-11-01-511-105-00	Special Pay	\$5,312	\$42,001	\$45,268	\$45,865
001-11-01-511-106-00	Mayor's Salary	\$41,031	\$80,000	\$82,362	\$80,000
001-11-01-511-107-00	Council Salaries	\$69,739	\$240,000	\$240,000	\$240,000
001-11-01-511-201-00	FICA	\$36,071	\$48,261	\$58,651	\$58,259
001-11-01-511-202-00	Retirement	\$41,703	\$63,086	\$73,661	\$82,400
001-11-01-511-203-00	Life and Health Insurance	\$180,496	\$212,032	\$203,215	\$247,730
001-11-01-511-204-00	Workers' Compensation	\$328	\$481	\$1,113	\$1,192
001-11-01-511-206-00	ICMA Deferred Compensation	\$883	\$3,388	\$0	\$0
<b>Operating Expenditures</b>					
001-11-01-511-310-00	Professional Services	\$0	\$0		\$0
001-11-01-511-400-00	Travel & Per Diem	\$27	\$15,000	\$1,064	\$20,000
001-11-01-511-411-00	Telephone	\$17,070	\$10,000	\$18,330	\$13,500
001-11-01-511-421-00	Postage & Freight	\$88	\$0	\$0	\$0
001-11-01-511-490-00	Mayor's Expense	\$14,398	\$14,400	\$10,072	\$14,400
001-11-01-511-490-01	Mayor's Special Event	\$5,000	\$5,000	\$0	\$5,000
001-11-01-511-491-00	Seat 1 Expense Account	\$9,205	\$14,400	\$4,686	\$14,400
001-11-01-511-491-01	Seat 1 Special Event	\$573	\$5,000	\$1,500	\$5,000
001-11-01-511-492-00	Seat 2 Expense Account	\$15,551	\$14,400	\$8,651	\$14,400
001-11-01-511-492-01	Seat 2 Special Event	\$4,000	\$5,000	\$0	\$5,000
001-11-01-511-493-00	Seat 3 Expense Account	\$14,066	\$14,400	\$10,626	\$14,400
001-11-01-511-493-01	Seat 3 Special Event	\$3,609	\$5,000	\$0	\$5,000
001-11-01-511-494-00	Seat 4 Expense Account	\$13,679	\$14,400	\$8,752	\$14,400
001-11-01-511-494-01	Seat 4 Special Event	\$5,000	\$5,000	\$0	\$5,000
001-11-01-511-495-00	At Large Seat 5 Expense	\$12,894	\$14,400	\$7,408	\$14,400
001-11-01-511-495-01	At Large Seat 5 Special Event	\$4,144	\$5,000	\$3,000	\$5,000
001-11-01-511-496-00	At Large Seat 6 Expense	\$13,313	\$14,400	\$12,674	\$14,400
001-11-01-511-496-01	At Large Seat 6 Special Event	\$4,787	\$5,000	\$0	\$5,000
001-11-01-511-510-00	Office Supplies	\$2,496	\$5,000	\$3,210	\$5,000
001-11-01-511-520-00	Operating Supplies	\$2,004	\$4,000	\$7,281	\$4,000
001-11-01-511-550-00	Education & Training	\$79	\$0	\$180	\$0
<b>TOTAL LEGISLATIVE</b>		<b>\$880,468</b>	<b>\$1,169,906</b>	<b>\$1,210,368</b>	<b>\$1,375,303</b>

General Fund Office of Civic Engagement Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-11-02-511-102-00	Regular Salaries and Wages	\$181,843	\$168,172	\$164,107	\$184,080
001-11-02-511-105-00	Special Pay	\$1,251	\$1,200	\$2,440	\$2,160
001-11-02-511-201-00	FICA	\$13,981	\$12,865	\$12,488	\$14,082
001-11-02-511-202-00	Retirement	\$16,312	\$16,817	\$16,549	\$19,917
001-11-02-511-203-00	Life and Health Insurance	\$9,531	\$24,733	\$16,174	\$25,491
001-11-02-511-204-00	Workers' Compensation	\$265	\$269	\$5,095	\$497
<b>Operating Expenditures</b>					
001-11-02-511-310-00	Professional Services	\$37,255	\$25,000	\$25,000	\$30,000
001-11-02-511-340-00	Other Contractual	\$31,044	\$0	\$15,000	\$0
001-11-02-511-400-00	Operating Expenses	\$29,972	\$25,000	\$0	\$25,000
001-11-02-511-411-00	Telephone	\$9	\$1,000	\$0	\$1,000
001-11-02-511-421-00	Postage & Freight	\$1,166	\$0	\$0	\$0
001-11-02-511-480-00	Promotional Activities	\$55,396	\$25,000	\$25,743	\$30,000
001-11-02-511-494-00	Advertising	\$4,115	\$0	\$0	\$0
001-11-02-511-510-00	Office Supplies	\$884	\$2,000	\$2,264	\$2,000
001-11-02-511-520-00	Operating Supplies	\$10,823	\$9,000	\$2,547	\$10,000
001-11-02-511-540-00	Books, Publications, and Dues	\$3,986	\$2,000	\$1,018	\$4,000
001-11-02-511-550-00	Educational & Training	\$5,152	\$6,000	\$0	\$10,000
<b>TOTAL CIVIC ENGAGEMENT</b>		<b>\$402,985</b>	<b>\$319,056</b>	<b>\$288,426</b>	<b>\$358,227</b>

General Fund Office of the City Manager Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-12-01-512-102-00	Regular Salaries and Wages	\$957,287	\$873,342	\$986,575	\$916,387
001-12-01-512-104-00	Overtime	\$0	\$0	\$158	\$0
001-12-01-512-105-00	Special Pay	\$16,816	\$16,200	\$19,068	\$16,200
001-12-01-512-201-00	FICA	\$61,024	\$55,229	\$64,498	\$56,532
001-12-01-512-202-00	Retirement	\$188,637	\$191,056	\$206,075	\$214,114
001-12-01-512-203-00	Life and Health Insurance	\$128,182	\$147,649	\$146,764	\$148,110
001-12-01-512-204-00	Workers' Compensation	\$2,140	\$1,397	\$2,664	\$2,474
<b>Operating Expenditures</b>					
001-12-01-512-310-00	Professional Services	\$122,585	\$50,000	\$100,500	\$75,000
001-12-01-512-340-00	Other Contractual	\$0	\$15,000	\$0	\$10,000
001-12-01-512-400-00	Travel and Per Diem	\$687	\$16,496	\$0	\$13,996
001-12-01-512-421-00	Postage & Freight	\$0	\$50	\$0	\$50
001-12-01-512-440-00	Rentals & Leases	\$3,103	\$4,440	\$3,978	\$4,800
001-12-01-512-470-00	Printing & Binding	\$0	\$120	\$0	\$120
001-12-01-512-492-00	Special Events	\$0	\$0	\$0	\$0
001-12-01-512-493-00	Software License	\$0	\$0	\$4,900	\$0
001-12-01-512-510-00	Office Supplies	\$599	\$2,000	\$1,605	\$2,000
001-12-01-512-520-00	Operating Supplies	\$13,936	\$2,000	\$1,658	\$2,000
001-12-01-512-540-00	Books, Publications, and Dues	\$4,089	\$3,640	\$4,909	\$3,640
001-12-01-512-550-00	Educational & Training	\$3,434	\$19,700	\$7,440	\$19,700
<b>Non-Operating Expenditures</b>					
001-12-01-512-991-00	Working Capital Reserve	\$0	\$0	\$0	\$0
<b>TOTAL CITY MANAGER</b>		<b>\$1,502,519</b>	<b>\$1,398,319</b>	<b>\$1,550,795</b>	<b>\$1,485,122</b>

General Fund Public Affairs Office Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-12-02-512-102-00	Regular Salaries and Wages	\$359,645	\$423,391	\$265,837	\$451,741
001-12-02-512-104-00	Overtime	\$1,724	\$0	\$365	\$0
001-12-02-512-105-00	Special Pay	\$4,232	\$4,200	\$1,989	\$5,640
001-12-02-512-201-00	FICA	\$27,657	\$32,389	\$20,248	\$34,558
001-12-02-512-202-00	Retirement	\$32,272	\$42,339	\$26,853	\$48,878
001-12-02-512-203-00	Life and Health Insurance	\$49,345	\$59,840	\$39,995	\$62,559
001-12-02-512-204-00	Workers' Compensation	\$323	\$677	\$719	\$1,220
<b>Operating Expenditures</b>					
001-12-02-512-310-00	Professional Services	\$154,352	\$100,000	\$140,179	\$125,000
001-12-02-512-400-00	Travel & Per Diem	\$2,778	\$4,000	\$1,091	\$4,000
001-12-02-512-440-00	Rentals and Leases	\$4,852	\$10,000	\$1,344	\$10,000
001-12-02-512-470-00	Printing & Binding	\$50,652	\$50,000	\$35,403	\$50,000
001-12-02-512-492-00	Special Events	\$6,982	\$7,000	\$0	\$7,000
001-12-02-512-492-01	Special Events Seat 1	\$2,745	\$7,000	\$0	\$7,000
001-12-02-512-492-02	Special Events Seat 2	\$6,932	\$7,000	\$2,300	\$7,000
001-12-02-512-492-03	Special Events Seat 3	\$2,800	\$7,000	\$5,112	\$7,000
001-12-02-512-492-04	Special Events Seat 4	\$7,000	\$7,000	\$0	\$7,000
001-12-02-512-492-05	Special Events Seat 5	\$6,992	\$7,000	\$600	\$7,000
001-12-02-512-492-06	Special Events Seat 6	\$4,765	\$7,000	\$588	\$7,000
001-12-02-512-492-99	Super Bowl Event	\$216,190	\$0	\$0	\$0
001-12-02-512-493-00	Software License	\$53,376	\$25,000	\$31,675	\$25,000
001-12-02-512-494-00	Advertising	\$40,705	\$55,000	\$24,452	\$50,000
001-12-02-512-510-00	Office Supplies	\$1,084	\$7,500	\$2,259	\$7,500
001-12-02-512-520-00	Operating Supplies	\$3,150	\$2,500	\$1,903	\$5,000
001-12-02-512-540-00	Books, Publications, and Dues	\$130	\$2,000	\$1,128	\$2,000
001-12-02-512-550-00	Educational & Training	\$625	\$2,000	\$360	\$2,000
<b>TOTAL PUBLIC AFFAIRS</b>		<b>\$1,041,308</b>	<b>\$869,836</b>	<b>\$604,399</b>	<b>\$934,097</b>

General Fund Special Events Division Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
001-12-03-512-492-01	Pink Event	\$20,472	\$0	\$0	\$20,000
001-12-03-512-492-02	Easter Holiday Event	\$3,620	\$25,000	\$1,000	\$5,000
001-12-03-512-492-03	Food & Wine Festival	\$1,660	\$0	\$0	\$0
001-12-03-512-492-04	Senior Prom	\$21,411	\$22,000	\$18,935	\$27,000
001-12-03-512-492-05	July 4th Event	\$21,525	\$40,000	\$32,883	\$40,000
001-12-03-512-492-06	Heritage Bowl	\$4,241	\$15,000	\$0	\$0
001-12-03-512-492-07	Martin Luther King Event	\$38,195	\$25,000	\$13,459	\$40,000
001-12-03-512-492-08	Science Fair Event	\$57,566	\$0	\$0	\$15,000
001-12-03-512-492-09	State of the City	\$33,468	\$35,000	\$0	\$25,000
001-12-03-512-492-10	Bid Whist	\$4,976	\$5,000	\$0	\$0
001-12-03-512-492-11	Food Truck Invasion	\$2,108	\$9,000	\$0	\$12,000
001-12-03-512-492-12	Memorial Day	\$160	\$7,500	\$0	\$7,500
001-12-03-512-492-13	Tree Lighting Event	\$11,704	\$5,000	\$5,000	\$5,000
001-12-03-512-492-14	Mentoring Reading Initiative	\$0	\$0	\$0	\$0
001-12-03-512-492-15	Black History	\$1,237	\$20,000	\$18,690	\$40,000
001-12-03-512-492-16	Veteran's Day	\$5,140	\$0	\$0	\$5,000
001-12-03-512-492-17	Halloween Event	\$30,435	\$0	\$(3,020)	\$30,000
001-12-03-512-492-18	Cultural Express	\$5,528	\$7,500	\$7,500	\$0
001-12-03-512-492-19	Father's Day Event	\$120	\$10,000	\$4,500	\$10,000
001-12-03-512-492-20	Mother's Day Event	\$2,659	\$10,000	\$10,397	\$10,000
001-12-03-512-492-21	State of the City 2	\$0	\$0	\$0	\$0
001-12-03-512-492-22	Women's Event	\$15,000	\$0	\$10,802	\$15,000
001-12-03-512-492-23	Snow in the Gardens	\$50,118	\$0	\$0	\$0
001-12-03-512-492-24	Juneteenth	\$0	\$0	\$0	\$80,000
001-12-03-512-492-25	Bahas Reunion	\$0	\$0	\$0	\$10,000
001-12-03-512-492-26	Senior Valentine's Day Event	\$0	\$0	\$0	\$10,000
001-12-03-512-492-27	S.T.E.M. Program	\$0	\$0	\$0	\$23,000
001-12-03-512-492-28	Orange Blossom Classic	\$0	\$0	\$0	\$58,000
001-12-03-512-498-00	Jazz in the Gardens	\$1,757,721	\$3,200,000	\$35,844	\$3,400,000
<b>TOTAL SPECIAL EVENTS DIVISION</b>		<b>\$2,089,066</b>	<b>\$3,436,000</b>	<b>\$155,991</b>	<b>\$3,887,500</b>

General Fund Office of the City Clerk Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-13-01-513-102-00	Regular Salaries and Wages	\$312,194	\$314,929	\$321,599	\$343,126
001-13-01-513-105-00	Special Pay	\$10,223	\$10,200	\$10,240	\$10,200
001-13-01-513-201-00	FICA	\$24,101	\$24,092	\$24,504	\$26,249
001-13-01-513-202-00	Retirement	\$54,488	\$54,385	\$59,726	\$62,173
001-13-01-513-203-00	Life and Health Insurance	\$56,139	\$68,689	\$65,523	\$78,212
001-13-01-513-204-00	Workers' Compensation	\$1,839	\$504	\$5,018	\$926
<b>Operating Expenditures</b>					
001-13-01-513-310-00	Professional Services	\$6,605	\$6,450	\$34,979	\$6,450
001-13-01-513-340-00	Other Contractual	\$32,045	\$28,975	\$40,281	\$31,975
001-13-01-513-400-00	Travel and Per Diem	\$1,300	\$1,700	\$0	\$1,700
001-13-01-513-440-00	Rentals & Leases	\$4,798	\$8,000	\$7,583	\$8,000
001-13-01-513-491-00	Election	\$32,701	\$65,000	\$65,000	\$50,000
001-13-01-513-494-00	Advertising	\$41,926	\$15,000	\$2,979	\$15,000
001-13-01-513-510-00	Office Supplies	\$1,225	\$2,000	\$1,792	\$2,000
001-13-01-513-520-00	Operating Supplies	\$4,210	\$5,000	\$5,216	\$5,000
001-13-01-513-540-00	Books, Publications, and Dues	\$424	\$860	\$72	\$860
001-13-01-513-550-00	Educational & Training	\$1,753	\$1,700	\$0	\$1,700
<b>TOTAL CITY CLERK</b>		<b>\$585,970</b>	<b>\$607,484</b>	<b>\$644,512</b>	<b>\$643,571</b>

General Fund Finance Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-13-02-513-102-00	Regular Salaries and Wages	\$761,419	\$898,483	\$890,598	\$934,052
001-13-02-513-104-00	Overtime	\$17,523	\$0	\$13,169	\$0
001-13-02-513-105-00	Special Pay	\$2,209	\$1,200	\$3,383	\$3,600
001-13-02-513-201-00	FICA	\$58,730	\$68,378	\$67,197	\$70,374
001-13-02-513-202-00	Retirement	\$94,748	\$114,648	\$117,288	\$129,284
001-13-02-513-203-00	Life and Health Insurance	\$81,836	\$136,185	\$109,750	\$127,210
001-13-02-513-204-00	Workers' Compensation	\$697	\$1,438	\$2,442	\$2,522
<b>Operating Expenditures</b>					
001-13-02-513-310-00	Professional Services	\$9,227	\$16,500	\$4,326	\$16,500
001-13-02-513-320-00	Accounting and Auditing	\$73,300	\$65,000	\$69,350	\$65,000
001-13-02-513-400-00	Travel and Per Diem	\$1,742	\$8,758	\$0	\$13,501
001-13-02-513-421-00	Postage & Freight	\$34	\$0	\$0	\$0
001-13-02-513-440-00	Rentals and Leases	\$0	\$0	\$0	\$3,600
001-13-02-513-510-00	Office Supplies	\$3,141	\$3,030	\$2,490	\$3,030
001-13-02-513-520-00	Operating Supplies	\$6,134	\$2,870	\$5,566	\$2,870
001-13-02-513-540-00	Books, Publications, and Dues	\$819	\$1,960	\$585	\$1,960
001-13-02-513-550-00	Educational & Training	\$560	\$3,920	\$1,649	\$3,620
<b>TOTAL FINANCE</b>		<b>\$1,112,118</b>	<b>\$1,322,370</b>	<b>\$1,287,792</b>	<b>\$1,377,122</b>



General Fund Human Resources Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-13-03-513-102-00	Regular Salaries and Wages	\$707,358	\$710,965	\$713,532	\$742,760
001-13-03-513-104-00	Overtime	\$1,966	\$500	\$17	\$500
001-13-03-513-105-00	Special Pay	\$9,069	\$9,000	\$9,085	\$9,000
001-13-03-513-201-00	FICA	\$53,564	\$54,157	\$53,178	\$56,237
001-13-03-513-202-00	Retirement	\$87,823	\$95,708	\$96,823	\$107,294
001-13-03-513-203-00	Life and Health Insurance	\$75,321	\$88,160	\$81,165	\$86,980
001-13-03-513-204-00	Workers' Compensation	\$635	\$1,138	\$1,926	\$2,005
001-13-03-513-231-00	Retirees Insurance Stipends	\$85,098	\$92,004	\$89,015	\$92,004
<b>Operating Expenditures</b>					
001-13-03-513-310-00	Professional Services	\$48,560	\$50,000	\$95,154	\$75,000
001-13-03-513-313-00	Background Verifications	\$3,358	\$7,500	\$1,012	\$9,700
001-13-03-513-314-00	Drug & Physical	\$30,552	\$37,750	\$12,086	\$52,938
001-13-03-513-316-00	Psychological/Physical Testing	\$25,243	\$30,000	\$11,868	\$24,000
001-13-03-513-400-00	Travel and Per Diem	\$713	\$3,500	\$0	\$7,250
001-13-03-513-421-00	Postage & Freight	\$61	\$200	\$9	\$200
001-13-03-513-440-00	Rentals and Leases	\$4,952	\$7,500	\$6,469	\$7,500
001-13-03-513-470-00	Printing & Binding	\$0	\$250	\$0	\$250
001-13-03-513-493-00	Software License	\$11,463	\$11,000	\$14,306	\$11,000
001-13-03-513-510-00	Office Supplies	\$2,166	\$5,000	\$5,578	\$5,000
001-13-03-513-520-00	Operating Supplies	\$6,713	\$7,500	\$900	\$7,500
001-13-03-513-540-00	Books, Publications, Dues	\$3,439	\$4,210	\$2,574	\$4,210
001-13-03-513-550-00	Educational & Training	\$2,666	\$900	-\$325	\$4,500
<b>TOTAL HUMAN RESOURCES</b>		<b>\$1,160,719</b>	<b>\$1,216,942</b>	<b>\$1,194,375</b>	<b>\$1,305,828</b>

General Fund Office of the City Attorney Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-14-00-514-102-00	Salaries	\$401,875	\$488,954	\$502,328	\$525,952
001-14-00-514-105-00	Special Pay	\$10,883	\$13,800	\$12,617	\$13,800
001-14-00-514-201-00	FICA	\$24,864	\$31,832	\$34,319	\$34,098
001-14-00-514-202-00	Retirement	\$75,183	\$88,246	\$89,553	\$99,963
001-14-00-514-203-00	Life and Health Insurance	\$52,411	\$73,390	\$61,289	\$92,598
001-14-00-514-204-00	Workers' Compensation	\$360	\$782	\$1,356	\$1,420
<b>Operating Expenditures</b>					
001-14-00-514-310-00	Professional Services	\$102,046	\$275,000	\$225,222	\$275,000
001-14-00-514-330-00	Court Reporter Services	\$362	\$500	\$0	\$500
001-14-00-514-340-00	Other Contractual	\$578	\$2,000	\$0	\$2,000
001-14-00-514-400-00	Travel and Per Diem	\$321	\$2,500	\$66	\$2,500
001-14-00-514-421-00	Postage & Freight	\$0	\$250	\$0	\$250
001-14-00-514-440-00	Rentals and Leases	\$1,198	\$2,000	\$2,000	\$2,000
001-14-00-514-510-00	Office Supplies	\$817	\$2,000	\$2,205	\$2,000
001-14-00-514-520-00	Operating Supplies	\$114	\$200	\$0	\$200
001-14-00-514-540-00	Books, Publications, and Dues	\$6,533	\$5,000	\$6,904	\$6,000
001-14-00-514-550-00	Educational & Training	\$70	\$2,000	\$0	\$2,000
<b>TOTAL CITY ATTORNEY</b>		<b>\$677,615</b>	<b>\$988,454</b>	<b>\$937,860</b>	<b>\$1,060,280</b>

General Fund Planning & Zoning Office Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-15-01-515-102-00	Regular Salaries & Wages	\$496,902	\$494,226	\$492,713	\$593,245
001-15-01-515-104-00	Overtime	\$5,648	\$0	\$12	\$0
001-15-01-515-105-00	Special Pay	\$4,352	\$4,320	\$4,361	\$4,320
001-15-01-515-201-00	FICA	\$38,364	\$37,772	\$37,387	\$45,278
001-15-01-515-202-00	Retirement	\$44,156	\$49,423	\$49,645	\$64,189
001-15-01-515-203-00	Life & Health Insurance	\$56,389	\$66,349	\$67,195	\$86,110
001-15-01-515-204-00	Workers' Compensation	\$973	\$791	\$2,911	\$1,602
<b>Operating Expenditures</b>					
001-15-01-515-310-00	Professional Services	\$46,515	\$100,000	\$101,611	\$100,000
001-15-01-515-340-00	Contractual Service	\$6,414	\$0	\$0	\$0
001-15-01-515-400-00	Travel and Per Diem	\$702	\$2,488	\$0	\$2,488
001-15-01-515-410-00	Communications Svc.	\$0	\$0	\$0	\$938
001-15-01-515-470-00	Printing & Binding	\$153	\$500	\$0	\$500
001-15-01-515-493-00	Software License	\$1,150	\$2,785	\$2,423	\$2,785
001-15-01-515-494-00	Advertising	\$45,754	\$10,000	\$24,888	\$10,000
001-15-01-515-510-00	Office Supplies	\$800	\$1,000	\$1,032	\$1,000
001-15-01-515-520-00	Operating Supplies	\$265	\$1,000	\$1,890	\$1,000
001-15-01-515-521-00	Computers	\$1,518	\$0	\$0	\$0
001-15-01-515-525-00	Uniforms	\$818	\$0	\$0	\$0
001-15-01-515-540-00	Books, Publications and Dues	\$1,740	\$1,860	\$767	\$1,860
001-15-01-515-550-00	Educational & Training	\$1,659	\$1,590	\$2,069	\$1,590
<b>Capital Outlay</b>					
001-15-01-515-643-00	Computer Software/Energov	\$41,056	\$18,608	\$25,774	\$18,608
<b>TOTAL PLANNING &amp; ZONING</b>		<b>\$795,328</b>	<b>\$792,712</b>	<b>\$814,679</b>	<b>\$935,513</b>

General Fund Public Safety Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
School Crossing Guard Program Division					
<b>Personnel Services</b>					
001-21-00-521-102-00	Regular Salaries and Wages	\$114,195	\$89,289	\$103,498	\$92,864
001-21-00-521-103-00	Salaries and Wages (Part-time)	\$299,769	\$325,000	\$256,531	\$307,976
001-21-00-521-104-00	Overtime	\$2,799	\$4,800	\$394	\$4,800
001-21-00-521-105-00	Special Pay	\$2,781	\$2,760	\$2,758	\$2,760
001-21-00-521-106-00	Off Duty Services	\$3,554	\$0	\$2,249	\$0
001-21-00-521-201-00	FICA	\$32,164	\$32,060	\$27,657	\$31,031
001-21-00-521-202-00	Retirement	\$34,905	\$41,909	\$34,441	\$43,890
001-21-00-521-203-00	Life and Health Insurance	\$24,900	\$29,481	\$27,286	\$30,908
001-21-00-521-204-00	Workers' Compensation	\$5,865	\$10,482	\$15,269	\$16,875
001-21-00-521-206-00	ICMA Deferred Comp - Benefit	\$1,674	\$1,981	\$929	\$591
<b>Operating Expenditures</b>					
001-21-00-521-400-00	Travel and Per Diem	\$30	\$3,000	\$0	\$3,000
001-21-00-521-510-00	Office Supplies	\$725	\$1,000	\$1,000	\$1,000
001-21-00-521-520-00	Operating Supplies	\$1,178	\$3,700	\$466	\$3,600
001-21-00-521-525-00	Uniforms	\$3,983	\$5,000	\$4,818	\$5,000
001-21-00-521-540-00	Books, Publications, and Dues	\$0	\$200	\$0	\$200
001-21-00-521-550-00	Educational & Training	\$0	\$3,000	\$110	\$3,000
<b>TOTAL SCHOOL CROSSING GUARDS</b>		<b>\$528,523</b>	<b>\$553,662</b>	<b>\$477,406</b>	<b>\$547,496</b>

General Fund Public Safety Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Police Administration Division					
<b>Personnel Services</b>					
001-21-01-521-102-00	Regular Salaries and Wages	\$18,842,829	\$19,180,503	\$18,999,332	\$22,589,364
001-21-01-521-104-00	Overtime	\$2,928,039	\$2,000,000	\$2,978,880	\$2,500,000
001-21-01-521-105-00	Special Pay	\$348,522	\$328,041	\$317,436	\$380,960
001-21-01-521-106-00	Off Duty Services	\$1,825,215	\$1,300,000	\$1,680,514	\$1,300,000
001-21-01-521-201-00	FICA	\$1,728,313	\$1,713,068	\$1,713,178	\$2,007,562
001-21-01-521-202-00	Retirement	\$4,716,294	\$4,650,608	\$4,856,158	\$5,993,143
001-21-01-521-203-00	Life and Health Insurance	\$2,514,651	\$3,255,777	\$2,758,842	\$3,953,967
001-21-01-521-204-00	Workers' Compensation	\$313,347	\$418,933	\$947,220	\$827,522
001-21-01-521-206-00	ICMA Deferred Comp - Benefit	\$73,013	\$100,715	\$51,940	\$57,255
<b>Operating Expenditures</b>					
001-21-01-521-310-00	Professional Services	\$827,832	\$434,400	\$661,959	\$273,000
001-21-01-521-340-00	Other Contractual	\$60,712	\$98,000	\$42,870	\$98,000
001-21-01-521-400-00	Travel and Per Diem	\$33,478	\$34,735	\$18,973	\$34,735
001-21-01-521-410-00	Communications Svc.	\$24,955	\$0	\$22,626	\$0
001-21-01-521-411-00	Telephones	\$0	\$0	\$0	\$0
001-21-01-521-421-00	Postage & Freight	\$8,179	\$7,000	\$1,185	\$7,000
001-21-01-521-434-00	Cable T.V. service	\$1,107	\$0	\$1,022	\$0
001-21-01-521-440-00	Rentals and Leases	\$30,807	\$35,300	\$31,672	\$40,300
001-21-01-521-460-00	Maintenance	\$174,465	\$211,700	\$23,693	\$215,300
001-21-01-521-493-00	Software License	\$321,744	\$569,772	\$563,504	\$659,912
001-21-01-521-494-00	Advertising	\$0	\$300	\$0	\$300
001-21-01-521-510-00	Office Supplies	\$6,240	\$3,500	\$3,273	\$3,500
001-21-01-521-520-00	Operating Supplies	\$135,928	\$68,500	\$86,005	\$219,000
001-21-01-521-525-00	Uniforms	\$155	\$0	\$1,428	\$0
001-21-01-521-540-00	Books, Publications, and Dues	\$2,456	\$6,050	\$3,684	\$5,650
001-21-01-521-550-00	Educational & Training	\$109,325	\$80,000	\$34,564	\$100,000
<b>Non-Operating Expenditures</b>					
001-21-01-521-821-00	Contribution to Non-Profit Org	\$8,000	\$15,000	\$0	\$15,000
<b>TOTAL POLICE - ADMINISTRATION</b>		<b>\$35,035,607</b>	<b>\$34,511,902</b>	<b>\$35,799,955</b>	<b>\$41,281,471</b>

General Fund Public Safety Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Police Investigations Division					
<b>Operating Expenditures</b>					
001-21-02-521-310-00	Professional Services	\$19,006	\$2,000	\$18,558	\$2,540
001-21-02-521-350-00	Investigations	\$10,530	\$5,500	\$10,464	\$5,500
001-21-02-521-400-00	Travel and Per Diem	\$0	\$1,000	\$0	\$1,000
001-21-02-521-440-00	Rentals and Leases	\$69,435	\$50,000	\$53,507	\$107,000
001-21-02-521-460-00	Repairs & Maintenance	\$0	\$0	\$25,196	\$0
001-21-02-521-510-00	Office Supplies	\$6,629	\$5,500	\$7,194	\$5,500
001-21-02-521-520-00	Operating Supplies	\$23,038	\$10,100	\$6,418	\$10,100
<b>TOTAL POLICE - INVESTIGATIONS</b>		<b>\$128,639</b>	<b>\$74,100</b>	<b>\$121,337</b>	<b>\$131,640</b>

General Fund Public Safety Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Police Operations Division					
<b>Operating Expenditures</b>					
001-21-03-521-340-00	Other Contractual	\$28,670	\$35,000	\$32,745	\$35,000
001-21-03-521-460-00	Repairs and Maintenance Svc	\$4,453	\$7,500	\$4,204	\$7,500
001-21-03-521-510-00	Office Supplies	\$2,023	\$2,000	\$2,000	\$2,000
001-21-03-521-520-00	Operating Supplies	\$27,438	\$31,500	\$26,136	\$31,500
<b>TOTAL POLICE - OPERATIONS</b>		<b>\$62,584</b>	<b>\$76,000</b>	<b>\$65,085</b>	<b>\$76,000</b>

General Fund Public Safety Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Police Support Services Division					
Personnel Services					
001-21-04-521-102-00	Regular Salaries and Wages	\$574	\$0	\$0	\$0
001-21-04-521-104-00	Overtime	\$70	\$0	\$0	\$0
001-21-04-521-201-00	FICA	\$41	\$0	\$0	\$0
001-21-04-521-202-00	Retirement	\$55	\$0	\$0	\$0
001-21-04-521-203-00	Life and Health Insurance	\$220	\$0	\$0	\$0
001-21-04-521-204-00	Worker's Compensation	\$1	\$0	\$0	\$0
Operating Expenditures					
001-21-04-521-310-00	Professional Services	\$106,048	\$50,960	\$33,502	\$50,960
001-21-04-521-440-00	Rentals and Leases	\$1,083	\$0	\$0	\$0
001-21-04-521-460-00	Repairs and Maintenance Svc	\$60,489	\$55,600	\$44,014	\$57,345
001-21-04-521-470-00	Printing & Binding	\$12,658	\$10,000	\$10,000	\$15,000
001-21-04-521-497-00	Other Obligations	\$602	\$602	\$722	\$602
001-21-04-521-510-00	Office Supplies	\$3,340	\$5,000	\$5,064	\$5,000
001-21-04-521-520-00	Operating Supplies	\$144,364	\$56,500	\$61,414	\$59,000
001-21-04-521-525-00	Uniforms	\$125,753	\$103,500	\$51,805	\$127,500
001-21-04-521-540-00	Books, Publications, and Dues	\$250	\$0	\$0	\$0
TOTAL POLICE SUPPORT		\$455,548	\$282,162	\$206,522	\$315,407

General Fund Public Safety Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
COPS II Grant					
Personnel Services					
001-21-06-521-102-00	Regular Salaries and Wages	\$680,399	\$646,533	\$737,319	\$0
001-21-06-521-104-00	Overtime	\$158,405	\$157,348	\$163,162	\$0
001-21-06-521-105-00	Special Pay	\$18,022	\$17,319	\$17,161	\$0
001-21-06-521-106-00	Off Duty Service	\$159,257	\$143,000	\$147,331	\$0
001-21-06-521-201-00	FICA	\$74,192	\$72,436	\$75,826	\$0
001-21-06-521-202-00	Retirement	\$211,374	\$196,549	\$221,920	\$0
001-21-06-521-203-00	Life and Health Insurance	\$123,236	\$147,504	\$141,576	\$0
001-21-06-521-204-00	Worker's Compensation	\$14,153	\$16,357	\$44,705	\$0
TOTAL POLICE COPS II		\$1,439,037	\$1,397,046	\$1,549,000	\$0

General Fund Public Safety Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
COPS III Grant					
Personnel Services					
001-21-07-521-102-00	Regular Salaries and Wages	\$644,636	\$621,888	\$676,370	\$0
001-21-07-521-104-00	Overtime	\$162,483	\$150,691	\$123,717	\$0
001-21-07-521-105-00	Special Pay	\$23,048	\$22,500	\$22,398	\$0
001-21-07-521-106-00	Off Duty Service	\$102,959	\$175,000	\$86,719	\$0
001-21-07-521-201-00	FICA	\$68,890	\$72,490	\$66,987	\$0
001-21-07-521-202-00	Retirement	\$204,081	\$188,896	\$196,282	\$0
001-21-07-521-203-00	Life and Health Insurance	\$101,962	\$120,008	\$109,612	\$0
001-21-07-521-204-00	Worker's Compensation	\$11,246	\$15,734	\$33,033	\$0
TOTAL POLICE COPS III		\$1,319,304	\$1,367,207	\$1,315,117	\$0

General Fund Public Safety Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
COPS IV Grant					
Personnel Services					
001-21-08-521-102-00	Regular Salaries and Wages	\$675,287	\$658,895	\$673,341	\$0
001-21-08-521-104-00	Overtime	\$93,223	\$96,730	\$91,459	\$0
001-21-08-521-105-00	Special Pay	\$8,553	\$8,540	\$8,339	\$0
001-21-08-521-106-00	Off Duty Service	\$195,813	\$67,000	\$169,197	\$0
001-21-08-521-201-00	FICA	\$73,518	\$62,931	\$70,270	\$0
001-21-08-521-202-00	Retirement	\$195,379	\$184,750	\$187,781	\$0
001-21-08-521-203-00	Life and Health Insurance	\$89,473	\$106,112	\$97,123	\$0
001-21-08-521-204-00	Worker's Compensation	\$13,573	\$16,670	\$39,544	\$0
TOTAL POLICE COPS IV		\$1,344,819	\$1,201,628	\$1,337,054	\$0



General Fund Code Compliance Division Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-29-01-529-102-00	Regular Salaries and Wages	\$1,013,437	\$1,057,934	\$975,988	\$1,081,750
001-29-01-529-104-00	Overtime	\$40,229	\$20,000	\$12,385	\$15,000
001-29-01-529-105-00	Special Pay	\$5,801	\$5,521	\$7,973	\$7,921
001-29-01-529-201-00	FICA	\$78,575	\$82,426	\$73,634	\$83,796
001-29-01-529-202-00	Retirement	\$91,801	\$125,775	\$97,038	\$138,343
001-29-01-529-203-00	Life and Health Insurance	\$185,476	\$239,565	\$198,455	\$247,601
001-29-01-529-204-00	Workers' Compensation	\$5,421	\$11,792	\$15,547	\$20,084
001-29-01-529-206-00	ICMA Deferred Comp - Benefit	\$3,933	\$4,355	\$2,684	\$2,727
<b>Operating Expenditures</b>					
001-29-01-529-310-00	Professional Services	\$30,592	\$35,000	\$7,744	\$35,000
001-29-01-529-340-00	Other Contractual	\$45,909	\$50,000	\$32,995	\$50,000
001-29-01-529-400-00	Travel and Per Diem	\$0	\$4,500	-\$216	\$0
001-29-01-529-410-00	Communications Svc.	\$0	\$0	\$0	\$6,561
001-29-01-529-421-00	Postage & Freight	\$0	\$300	\$43	\$300
001-29-01-529-440-00	Rentals and Leases	\$8,158	\$12,000	\$10,051	\$12,000
001-29-01-529-470-00	Printing & Binding	\$10,092	\$10,000	\$4,053	\$10,000
001-29-01-529-510-00	Office Supplies	\$3,256	\$4,000	\$4,860	\$4,000
001-29-01-529-520-00	Operating Supplies	\$2,022	\$5,000	\$1,787	\$5,000
001-29-01-529-521-00	Computers	\$7,186	\$0	\$2,251	\$0
001-29-01-529-525-00	Uniforms	\$0	\$5,000	\$0	\$5,000
001-29-01-529-540-00	Books, Publications, and Dues	\$990	\$1,750	\$1,152	\$1,750
001-29-01-529-550-00	Educational & Training	\$1,280	\$7,600	\$0	\$7,600
<b>Capital Outlay</b>					
001-29-01-529-643-00	Computer Software/Energov	\$169,359	\$76,757	\$106,319	\$76,757
<b>TOTAL CODE ENFORCEMENT</b>		<b>\$1,703,517</b>	<b>\$1,759,275</b>	<b>\$1,554,744</b>	<b>\$1,811,189</b>

General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Administration Division					
Personnel Services					
001-72-00-572-102-00	Regular Salaries and Wages	\$964,085	\$1,146,911	\$934,789	\$1,142,399
001-72-00-572-104-00	Overtime	\$10,243	\$14,000	\$18,343	\$14,000
001-72-00-572-105-00	Special Pay	\$8,948	\$8,880	\$8,965	\$8,880
001-72-00-572-201-00	FICA	\$73,749	\$88,810	\$72,359	\$88,465
001-72-00-572-202-00	Retirement	\$119,680	\$137,669	\$126,554	\$148,732
001-72-00-572-203-00	Life and Health Insurance	\$132,277	\$141,045	\$134,552	\$164,653
001-72-00-572-204-00	Workers' Compensation	\$7,094	\$20,352	\$25,181	\$35,522
Operating Expenditures					
001-72-00-572-310-00	Professional Services	\$9,823	\$7,000	\$3,349	\$7,000
001-72-00-572-313-00	Background Verifications	\$1,051	\$0	-\$3,259	\$0
001-72-00-572-340-00	Other Contractual	\$39,385	\$60,000	\$6,246	\$100,000
001-72-00-572-400-00	Travel and Per Diem	\$303	\$5,500	\$0	\$5,500
001-72-00-572-410-00	Communications Svc.	\$2,292	\$2,250	\$2,266	\$2,250
001-72-00-572-411-00	Telephone	\$83,707	\$75,100	\$88,162	\$75,100
001-72-00-572-431-00	Electricity	\$85,034	\$115,000	\$46,845	\$115,000
001-72-00-572-432-00	Water	\$37,800	\$50,000	\$19,431	\$50,000
001-72-00-572-433-00	Gas	\$0	\$120	\$0	\$120
001-72-00-572-440-00	Rentals and Leases	\$40,258	\$35,300	\$34,479	\$35,300
001-72-00-572-460-00	Repairs and Maintenance	\$9,394	\$3,949	\$9,789	\$3,949
001-72-00-572-461-00	Repairs & Maintenance - Maint	\$23,360	\$12,550	\$10,672	\$28,750
001-72-00-572-470-00	Printing & Binding	\$342	\$4,250	\$500	\$4,250
001-72-00-572-492-00	Special Events	\$1,977	\$0	\$0	\$0
001-72-00-572-494-00	Advertising	\$138	\$0	\$0	\$0
001-72-00-572-497-00	Other Obligations	\$64,372	\$58,433	\$53,438	\$65,594
001-72-00-572-510-00	Office Supplies	\$3,680	\$1,000	\$144	\$1,000
001-72-00-572-520-00	Operating Supplies	\$46,450	\$19,000	\$16,835	\$19,000
001-72-00-572-525-00	Uniforms	\$15,519	\$7,000	\$5,516	\$7,000
001-72-00-572-540-00	Books, Publications, and Dues	\$2,995	\$2,750	\$3,189	\$2,750
001-72-00-572-550-00	Educational & Training	\$2,760	\$3,500	\$2,635	\$3,500
TOTAL PARKS & RECREATION - ADMINISTRATION		\$1,786,717	\$2,020,369	\$1,620,980	\$2,128,714

General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Maintenance Division					
<b>Personnel Services</b>					
001-72-01-572-102-00	Regular Salaries and Wages	\$644,579	\$821,060	\$641,839	\$713,126
001-72-01-572-104-00	Overtime	\$21,364	\$17,500	\$14,509	\$17,500
001-72-01-572-105-00	Special Pay	\$5,771	\$5,581	\$5,405	\$4,381
001-72-01-572-201-00	FICA	\$49,035	\$64,150	\$48,537	\$55,893
001-72-01-572-202-00	Retirement	\$58,847	\$83,856	\$65,430	\$79,054
001-72-01-572-203-00	Life and Health Insurance	\$133,231	\$204,840	\$141,622	\$192,237
001-72-01-572-204-00	Workers' Compensation	\$13,106	\$29,623	\$38,751	\$39,779
<b>Operating Expenditures</b>					
001-72-01-572-310-00	Professional Services	\$0	\$0	\$1,390	\$0
001-72-01-572-340-00	Other Contractual	\$90,474	\$124,831	\$101,957	\$171,104
001-72-01-572-431-00	Electricity	\$1,500	\$3,180	\$645	\$3,180
001-72-01-572-432-00	Water	\$1,656	\$1,700	\$3,658	\$1,700
001-72-01-572-434-00	Cable T.V. service	\$0	\$1,380	\$0	\$1,380
001-72-01-572-440-00	Rentals and Leases	\$15,880	\$11,600	\$13,291	\$11,600
001-72-01-572-460-00	Repairs and Maintenance Svc	\$70,657	\$68,600	\$49,809	\$68,600
001-72-01-572-497-00	Other Obligations	\$0	\$5,397	\$0	\$5,397
001-72-01-572-510-00	Office Supplies	\$300	\$300	\$4	\$300
001-72-01-572-520-00	Operating Supplies	\$39,518	\$48,000	\$72,004	\$18,000
001-72-01-572-525-00	Uniforms	\$5,332	\$8,000	\$2,909	\$8,000
001-72-01-572-528-00	Small Tools and Equipment	\$775	\$0	\$0	\$0
001-72-01-572-531-00	Landscape Supplies/Materials	\$10,330	\$15,000	\$9,983	\$15,000
001-72-01-572-550-00	Educational & Training	\$3,480	\$1,250	\$180	\$1,250
<b>Capital Outlay</b>					
001-72-01-572-640-00	Machinery and Equipment	\$5,995	\$0	\$360	\$0
<b>TOTAL PARKS &amp; RECREATION - MAINTENANCE</b>		<b>\$1,171,831</b>	<b>\$1,515,848</b>	<b>\$1,212,283</b>	<b>\$1,407,481</b>

General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Betty T. Ferguson Community Center Division					
<b>Personnel Services</b>					
001-72-02-572-102-00	Regular Salaries and Wages	\$440,271	\$632,365	\$408,356	\$638,185
001-72-02-572-104-00	Overtime	\$13,546	\$12,000	\$23,334	\$12,000
001-72-02-572-105-00	Special Pay	\$992	\$600	\$692	\$600
001-72-02-572-201-00	FICA	\$34,327	\$49,294	\$32,458	\$49,739
001-72-02-572-202-00	Retirement	\$40,225	\$64,436	\$43,357	\$70,350
001-72-02-572-203-00	Life and Health Insurance	\$59,402	\$83,789	\$64,373	\$86,549
001-72-02-572-204-00	Workers' Compensation	\$5,345	\$13,515	\$15,427	\$23,962
<b>Operating Expenditures</b>					
001-72-02-572-310-00	Professional Services	\$14,995	\$19,500	\$2,231	\$19,500
001-72-02-572-340-00	Other Contractual	\$8,442	\$8,200	\$7,317	\$11,860
001-72-02-572-341-00	Other Contractual - Maint	\$6,449	\$8,100	\$8,100	\$8,100
001-72-02-572-344-00	Instructors payments	\$27,087	\$40,000	\$0	\$40,000
001-72-02-572-400-00	Travel & Per Diem	(\$241)	\$500	\$0	\$500
001-72-02-572-411-00	Telephone	\$4,304	\$5,700	\$7,501	\$5,700
001-72-02-572-431-00	Electricity	\$114,242	\$130,000	\$96,268	\$122,500
001-72-02-572-432-00	Water	\$20,126	\$24,640	\$29,601	\$24,640
001-72-02-572-433-00	Gas	\$0	\$192	\$0	\$0
001-72-02-572-440-00	Rentals and Leases	\$25,920	\$5,700	\$5,700	\$5,700
001-72-02-572-460-00	Repairs and Maintenance Svc	\$224,339	\$68,000	\$166,517	\$129,927
001-72-02-572-461-00	Repairs & Maintenance - Bldg	\$146,752	\$50,684	\$200,343	\$195,418
001-72-02-572-470-00	Printing & Binding	\$0	\$3,250	\$0	\$3,250
001-72-02-572-497-00	Other Obligation	\$22,628	\$18,515	\$23,819	\$20,590
001-72-02-572-510-00	Office Supplies	\$4,500	\$4,500	\$2,760	\$4,500
001-72-02-572-520-00	Operating Supplies	\$25,836	\$18,000	\$12,123	\$18,000
001-72-02-572-525-00	Uniforms	\$5,076	\$5,500	\$8,706	\$5,500
001-72-02-572-528-00	Small Tools and Equipment	\$1,107	\$1,000	\$0	\$1,000
001-72-02-572-531-00	Landscape Supplies/Materials	\$2,674	\$0	\$3,682	\$0
001-72-02-572-540-00	Memberships & Subscriptions	\$740	\$500	\$384	\$500
001-72-02-572-550-00	Educational & Training	\$710	\$0	\$1,219	\$0
<b>TOTAL BTF COMMUNITY CENTER</b>		<b>\$1,249,794</b>	<b>\$1,268,480</b>	<b>\$1,164,267</b>	<b>\$1,498,570</b>

General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Athletics Program					
Personnel Services					
001-72-04-572-102-00	Regular Salaries and Wages	\$351,660	\$493,637	\$338,134	\$543,199
001-72-04-572-104-00	Overtime	\$8,266	\$15,000	\$9,277	\$15,000
001-72-04-572-105-00	Special Pay	\$1,209	\$1,200	\$1,212	\$1,200
001-72-04-572-201-00	FICA	\$26,983	\$38,911	\$25,837	\$42,702
001-72-04-572-202-00	Retirement	\$32,000	\$44,964	\$34,885	\$60,397
001-72-04-572-203-00	Life and Health Insurance	\$77,970	\$123,146	\$77,135	\$139,427
001-72-04-572-204-00	Workers' Compensation	\$4,903	\$12,193	\$14,279	\$22,325
Operating Expenditures					
001-72-04-572-310-00	Professional Services	\$33,950	\$53,000	\$500	\$53,000
001-72-04-572-340-00	Other Contractual Services	\$111,833	\$346,500	\$675	\$346,500
001-72-04-572-400-00	Travel and Per Diem	\$113	\$3,000	\$0	\$3,000
001-72-04-572-410-00	Communications Svc.	\$2,758	\$0	\$1,764	\$0
001-72-04-572-440-00	Rental and Leases	\$29,722	\$39,000	\$22,812	\$39,000
001-72-04-572-450-00	Insurance	\$0	\$6,000	\$7,746	\$6,000
001-72-04-572-470-00	Printing & Binding	\$204	\$0	\$0	\$0
001-72-04-572-510-00	Office Supplies	\$738	\$600	\$373	\$600
001-72-04-572-520-00	Operating Supplies	\$33,388	\$92,500	\$84,141	\$92,500
001-72-04-572-528-00	Small Tools and Equipment	\$0	\$0	\$0	\$0
001-72-04-572-540-00	Memberships & Subscriptions	\$664	\$5,000	\$2,832	\$5,000
001-72-04-572-550-00	Educational & Training	(\$194)	\$1,000	\$0	\$1,000
TOTAL ATHLETIC DIVISION		\$716,167	\$1,275,651	\$621,603	\$1,370,851

General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Bunche Pool Program					
<b>Personnel Services</b>					
001-72-05-572-102-00	Regular Salaries and Wages	\$108,690	\$233,340	\$151,805	\$218,338
001-72-05-572-104-00	Overtime	\$1,521	\$250	\$12,917	\$250
001-72-05-572-201-00	FICA	\$8,471	\$17,870	\$12,593	\$16,722
001-72-05-572-202-00	Retirement	\$9,959	\$23,359	\$16,649	\$23,651
001-72-05-572-203-00	Life and Health Insurance	\$25,200	\$38,489	\$36,941	\$50,321
001-72-05-572-204-00	Workers' Compensation	\$1,501	\$5,764	\$6,770	\$8,974
<b>Operating Expenditures</b>					
001-72-05-572-310-00	Professional Services	\$6,786	\$0	\$0	\$0
001-72-05-572-340-00	Other Contractual	\$25,222	\$28,780	\$21,448	\$28,780
001-72-05-572-411-00	Telephone Services	\$0	\$1,000	\$0	\$1,000
001-72-05-572-431-00	Electricity	\$18,878	\$2,000	\$13,188	\$2,000
001-72-05-572-432-00	Water	\$2,896	\$10,000	\$2,583	\$10,000
001-72-05-572-440-00	Rentals and Leases	\$3,495	\$3,300	\$3,141	\$3,300
001-72-05-572-460-00	Repairs and Maintenance Svc	\$9,926	\$10,356	\$30,358	\$10,356
001-72-05-572-461-00	Facility/Grounds Maintenance	\$2,475	\$1,350	\$2,310	\$1,350
001-72-05-572-497-00	Other Obligations - PW	\$0	\$0	\$300	\$0
001-72-05-572-510-00	Office Supplies	\$1,274	\$1,000	\$500	\$1,000
001-72-05-572-520-00	Operating Supplies	\$13,774	\$8,802	\$10,735	\$8,802
001-72-05-572-521-00	Operating Supplies - PW	\$0	\$841	\$0	\$841
001-72-05-572-525-00	Uniforms	\$1,942	\$1,500	\$623	\$1,500
<b>TOTAL BUNCHE POOL</b>		<b>\$242,009</b>	<b>\$388,001</b>	<b>\$322,860</b>	<b>\$387,185</b>

General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Buccaneer Park					
<b>Personnel Services</b>					
001-72-06-572-102-00	Regular Salaries and Wages	\$237,299	\$233,692	\$237,496	\$247,830
001-72-06-572-104-00	Overtime	\$2,072	\$5,000	\$4,477	\$5,000
001-72-06-572-105-00	Special Pay	\$1,860	\$1,200	\$1,817	\$1,200
001-72-06-572-201-00	FICA	\$18,040	\$18,260	\$18,241	\$19,341
001-72-06-572-202-00	Retirement	\$21,330	\$23,869	\$24,247	\$27,356
001-72-06-572-203-00	Life and Health Insurance	\$45,200	\$43,934	\$50,840	\$47,822
001-72-06-572-204-00	Workers' Compensation	\$3,261	\$5,772	\$9,946	\$10,186
<b>Operating Expenditures</b>					
001-72-06-572-310-00	Professional Services	\$0	\$0	\$477	\$0
001-72-06-572-340-00	Other Contractual	\$77,565	\$134,774	\$73,167	\$116,520
001-72-06-572-410-00	Communications Svc.	\$2,105	\$4,200	\$2,233	\$4,200
001-72-06-572-411-00	Telephone Services	\$0	\$1,000	\$0	\$1,000
001-72-06-572-431-00	Electricity	\$10,133	\$3,000	\$5,551	\$7,705
001-72-06-572-432-00	Water	\$2,213	\$7,500	\$1,212	\$7,500
001-72-06-572-440-00	Rentals and Leases	\$0	\$2,400	\$0	\$2,400
001-72-06-572-460-00	Repairs and Maintenance Svc	\$7,584	\$13,860	\$21,587	\$21,060
001-72-06-572-461-00	Facility/Grounds Maintenance	\$3,661	\$7,056	\$5,003	\$7,056
001-72-06-572-470-00	Printing & Binding	\$0	\$500	\$0	\$500
001-72-06-572-492-00	Special Events	\$0	\$1,500	\$365	\$1,500
001-72-06-572-497-00	Other Obligations	\$0	\$0	\$150	\$0
001-72-06-572-510-00	Office Supplies	(\$12)	\$1,200	\$242	\$1,200
001-72-06-572-520-00	Operating Supplies	\$18,643	\$18,775	\$15,805	\$18,775
001-72-06-572-521-00	Computers	\$0	\$0	\$0	\$0
001-72-06-572-525-00	Uniforms	\$534	\$1,000	\$600	\$1,000
001-72-06-572-528-00	Small Tools and Equipment	\$512	\$0	(\$581)	\$0
001-72-06-572-540-00	Books, Publications, and Dues	\$0	\$650	\$0	\$650
001-72-06-572-550-00	Educational & Training	\$434	\$0	\$414	\$0
TOTAL BUCCANEER PARK		\$452,432	\$529,142	\$473,289	\$549,801

General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Norwood Park					
<b>Personnel Services</b>					
001-72-07-572-102-00	Regular Salaries and Wages	\$109,615	\$283,349	\$106,656	\$335,497
001-72-07-572-104-00	Overtime	\$1,948	\$3,000	\$2,566	\$3,000
001-72-07-572-105-00	Special Pay	\$0	\$0	\$0	\$0
001-72-07-572-201-00	FICA	\$8,740	\$21,906	\$8,705	\$25,895
001-72-07-572-202-00	Retirement	\$8,575	\$28,635	\$11,744	\$36,625
001-72-07-572-203-00	Life and Health Insurance	\$10,626	\$38,798	\$20,813	\$61,320
001-72-07-572-204-00	Workers' Compensation	\$1,589	\$6,999	\$3,830	\$13,789
<b>Operating Expenditures</b>					
001-72-07-572-340-00	Other Contractual	\$84,851	\$173,753	\$129,930	\$137,753
001-72-07-572-341-00	Contractual Svc - PW	\$9,906	\$21,816	\$14,981	\$21,816
001-72-07-572-400-00	Travel & Per Diem	\$0	\$1,000	\$0	\$1,000
001-72-07-572-411-00	Telephone Services	\$0	\$5,000	\$0	\$5,000
001-72-07-572-431-00	Electricity	\$8,392	\$30,000	\$8,369	\$10,000
001-72-07-572-432-00	Water	\$16,635	\$24,000	\$11,313	\$24,000
001-72-07-572-433-00	Gas	\$2,502	\$3,000	\$16,630	\$3,000
001-72-07-572-440-00	Rentals and Leases	\$809	\$6,950	\$0	\$6,950
001-72-07-572-460-00	Repairs and Maintenance Svc	\$9,602	\$20,036	\$8,245	\$20,036
001-72-07-572-461-00	Facility/Grounds Maintenance	\$480	\$6,662	\$2,088	\$6,662
001-72-07-572-470-00	Printing & Binding	\$0	\$500	\$0	\$500
001-72-07-572-492-00	Special Events	\$0	\$1,500	\$0	\$1,500
001-72-07-572-510-00	Office Supplies	\$450	\$1,700	\$979	\$1,700
001-72-07-572-520-00	Operating Supplies	\$33,605	\$34,150	\$23,924	\$34,150
001-72-07-572-521-00	Computers	\$0	\$0	\$0	\$0
001-72-07-572-525-00	Uniforms	\$1,215	\$1,500	\$1,417	\$1,500
001-72-07-572-540-00	Books, Publications, and Dues	\$0	\$700	\$0	\$700
001-72-07-572-550-00	Educational & Training	\$779	\$1,250	\$48	\$1,250
<b>TOTAL NORWOOD PARK</b>		<b>\$310,320</b>	<b>\$716,204</b>	<b>\$372,239</b>	<b>\$753,643</b>



General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Bunche Park					
<b>Personnel Services</b>					
001-72-08-572-102-00	Regular Salaries and Wages	\$92,861	\$298,772	\$100,352	\$313,678
001-72-08-572-104-00	Overtime	\$2,881	\$1,800	\$9,181	\$1,800
001-72-08-572-105-00	Special Pay	\$549	\$1,200	\$606	\$1,200
001-72-08-572-201-00	FICA	\$7,215	\$22,994	\$8,079	\$24,134
001-72-08-572-202-00	Retirement	\$8,588	\$30,057	\$10,875	\$34,135
001-72-08-572-203-00	Life and Health Insurance	\$19,312	\$48,268	\$28,918	\$59,700
001-72-08-572-204-00	Workers' Compensation	\$1,304	\$6,225	\$4,502	\$10,895
<b>Operating Expenditures</b>					
001-72-08-572-340-00	Other Contractual	\$13,828	\$82,228	\$42,982	\$54,635
001-72-08-572-341-00	Contractual Svc - PW	\$0	\$32,400	\$0	\$32,400
001-72-08-572-344-00	Instructors payments	\$0	\$27,000	\$0	\$27,000
001-72-08-572-400-00	Travel	\$0	\$1,200	\$0	\$1,200
001-72-08-572-410-00	Telephone/Internet	\$0	\$4,800	\$4,688	\$4,800
001-72-08-572-431-00	Electricity	\$0	\$60,078	\$6,865	\$45,078
001-72-08-572-432-00	Water	\$0	\$4,500	\$0	\$4,500
001-72-08-572-440-00	Rentals and Leases	\$0	\$1,935	\$703	\$1,935
001-72-08-572-460-00	Repairs and Maintenance Svc	\$0	\$20,772	\$16	\$26,772
001-72-08-572-461-00	Facility/Grounds Maintenance	\$0	\$22,400	\$4,286	\$22,400
001-72-08-572-470-00	Printing & Binding	\$0	\$900	\$0	\$900
001-72-08-572-492-00	Special Events	\$0	\$900	\$0	\$900
001-72-08-572-510-00	Office Supplies	\$0	\$720	\$82	\$720
001-72-08-572-520-00	Operating Supplies	\$4,389	\$13,425	\$36,939	\$13,425
001-72-08-572-525-00	Uniforms	\$733	\$900	\$5,438	\$900
001-72-08-572-540-00	Books, Publications, and Dues	\$175	\$525	\$406	\$525
001-72-08-572-550-00	Educational & Training	\$0	\$900	\$0	\$900
<b>TOTAL BUNCHE PARK</b>		<b>\$151,835</b>	<b>\$684,899</b>	<b>\$264,918</b>	<b>\$684,532</b>

General Fund Parks & Recreation Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Senior Family Center					
<b>Personnel Services</b>					
001-72-10-572-102-00	Regular Salaries and Wages	\$0	\$0	\$0	\$276,069
001-72-10-572-104-00	Overtime	\$0	\$0	\$0	\$0
001-72-10-572-105-00	Special Pay	\$0	\$0	\$0	\$600
001-72-10-572-201-00	FICA	\$0	\$0	\$0	\$21,119
001-72-10-572-202-00	Retirement	\$0	\$0	\$0	\$29,871
001-72-10-572-203-00	Life and Health Insurance	\$0	\$0	\$0	\$60,253
001-72-10-572-204-00	Workers' Compensation	\$0	\$0	\$0	\$745
<b>Operating Expenditures</b>					
001-72-10-572-310-00	Professional Services	\$0	\$0	\$0	\$1,000
001-72-10-572-340-00	Other Contractual	\$0	\$0	\$10,837	\$151,360
001-72-10-572-341-00	Contractual Svc - PW	\$0	\$0	\$0	\$65,000
001-72-10-572-344-00	Instructors payments	\$0	\$0	\$0	\$45,000
001-72-10-572-400-00	Travel	\$0	\$0	\$0	\$0
001-72-10-572-410-00	Telephone/Internet	\$0	\$0	\$0	\$8,100
001-72-10-572-411-00	Telephone Services	\$0	\$0	\$0	\$0
001-72-10-572-431-00	Electricity	\$0	\$0	\$0	\$76,500
001-72-10-572-432-00	Water	\$0	\$0	\$375	\$24,000
001-72-10-572-440-00	Rentals and Leases	\$0	\$0	\$0	\$10,500
001-72-10-572-460-00	Repairs and Maintenance Svc	\$0	\$0	\$0	\$25,820
001-72-10-572-461-00	Facility/Grounds Maint	\$0	\$0	\$0	\$23,916
001-72-10-572-470-00	Printing & Binding	\$0	\$0	\$0	\$2,500
001-72-10-572-492-00	Special Events	\$0	\$0	\$0	\$0
001-72-10-572-510-00	Office Supplies	\$0	\$0	\$2,126	\$1,200
001-72-10-572-520-00	Operating Supplies	\$0	\$0	\$93,879	\$26,000
001-72-10-572-521-00	Computers	\$0	\$0	\$0	\$0
001-72-10-572-525-00	Uniforms	\$0	\$0	\$0	\$0
001-72-10-572-540-00	Dues	\$0	\$0	\$0	\$875
001-72-10-572-550-00	Educational & Training	\$0	\$0	\$0	\$3,500
<b>TOTAL BUNCHE PARK</b>		<b>\$0</b>	<b>\$0</b>	<b>\$107,217</b>	<b>\$853,929</b>

General Fund Office of Procurement Management Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-13-05-513-102-00	Regular Salaries and Wages	\$298,268	\$343,564	\$289,431	\$348,183
001-13-05-513-104-00	Overtime	\$21	\$0	\$0	\$0
001-13-05-513-105-00	Special Pay	\$3,023	\$3,000	\$3,028	\$3,000
001-13-05-513-201-00	FICA	\$22,064	\$26,283	\$20,894	\$26,636
001-13-05-513-202-00	Retirement	\$44,178	\$53,063	\$48,918	\$58,959
001-13-05-513-203-00	Life and Health Insurance	\$58,824	\$71,307	\$66,751	\$84,783
001-13-05-513-204-00	Workers' Compensation	\$267	\$550	\$782	\$940
001-13-05-513-206-00	ICMA Deferred Comp - Benefit	\$2,295	\$0	\$0	\$0
<b>Operating Expenditures</b>					
001-13-05-513-400-00	Travel & Per Diem	\$0	\$640	\$0	\$650
001-13-05-513-421-00	Postage & Freight	\$0	\$50	\$0	\$50
001-13-05-513-440-00	Rentals and Leases	\$1,356	\$2,100	\$3,832	\$2,200
001-13-05-513-470-00	Printing	\$0	\$150	\$0	\$150
001-13-05-513-493-00	Software License	\$21,015	\$21,525	\$22,060	\$21,675
001-13-05-513-510-00	Office Supplies	\$771	\$2,500	\$1,485	\$2,500
001-13-05-513-520-00	Operating Supplies	\$0	\$550	\$196	\$550
001-13-05-513-540-00	Books, Publications, and Dues	\$865	\$800	\$1,446	\$800
001-13-05-513-550-00	Educational & Training	\$595	\$550	\$0	\$550
<b>TOTAL OFFICE OF PROCUREMENT</b>		<b>\$453,543</b>	<b>\$526,632</b>	<b>\$458,823</b>	<b>\$551,626</b>

General Fund Office of Information Technology Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-16-01-516-102-00	Regular Salaries and Wages	\$704,594	\$732,217	\$739,399	\$761,410
001-16-01-516-104-00	Overtime	\$39,959	\$20,000	\$31,128	\$20,000
001-16-01-516-105-00	Special Pay	\$6,070	\$6,301	\$6,361	\$6,301
001-16-01-516-201-00	FICA	\$54,134	\$57,545	\$55,666	\$59,778
001-16-01-516-202-00	Retirement	\$87,557	\$96,206	\$98,940	\$107,508
001-16-01-516-203-00	Life and Health Insurance	\$115,962	\$145,522	\$136,561	\$148,126
001-16-01-516-204-00	Workers' Compensation	\$666	\$1,172	\$2,081	\$2,056
<b>Operating Expenditures</b>					
001-16-01-516-310-00	Professional Services	\$62,075	\$42,500	\$39,953	\$74,575
001-16-01-516-400-00	Travel & Per Diem	\$245	\$0	\$0	\$0
001-16-01-516-410-00	Communications Svc.	\$348,757	\$189,000	\$268,764	\$329,000
001-16-01-516-411-00	Telephone Services	\$962	\$10,920	\$3,820	\$10,920
001-16-01-516-421-00	Postage & Freight	\$23	\$100	\$0	\$100
001-16-01-516-440-00	Rental & Leases	\$1,200	\$1,200	\$1,300	\$1,200
001-16-01-516-460-00	Repairs and Maintenance Svc	\$194,731	\$227,762	\$250,724	\$314,187
001-16-01-516-493-00	Software License	\$749,982	\$633,854	\$633,854	\$725,538
001-16-01-516-510-00	Office Supplies	\$1,065	\$1,600	\$1,879	\$1,600
001-16-01-516-520-00	Operating Supplies	\$14,707	\$5,456	\$6,744	\$3,000
001-16-01-516-521-00	Computers	\$76,459	\$75,543	\$52,654	\$91,300
001-16-01-516-524-00	Computer software < \$5K	\$990	\$1,400	\$0	\$1,400
001-16-01-516-525-00	Uniforms	\$468	\$500	\$590	\$500
001-16-01-516-540-00	Books, Publications, and Dues	\$650	\$885	\$575	\$885
001-16-01-516-550-00	Educational & Training	\$15,525	\$0	\$234	\$17,500
<b>Capital Outlay</b>					
001-16-01-516-642-00	Computer Hardware Upgrade	\$8,212	\$141,000	\$69,074	\$235,000
001-16-01-516-643-00	Computer Software	\$0	\$0	\$0	\$0
<b>TOTAL INFORMATION TECHNOLOGY</b>		<b>\$2,484,993</b>	<b>\$2,390,683</b>	<b>\$2,400,300</b>	<b>\$2,911,883</b>

General Fund Fleet Division Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-19-03-519-102-00	Regular Salaries and Wages	\$148,856	\$116,338	\$103,977	\$60,257
001-19-03-519-105-00	Special Pay	\$1,603	\$1,560	\$312	\$0
001-19-03-519-201-00	FICA	\$11,670	\$8,900	\$8,003	\$4,610
001-19-03-519-202-00	Retirement	\$11,916	\$11,634	\$8,565	\$6,520
001-19-03-519-203-00	Life and Health Insurance	\$13,677	\$12,272	\$9,806	\$10,268
001-19-03-519-204-00	Workers' Compensation	\$1,020	\$1,220	\$1,692	\$163
<b>Operating Expenditures</b>					
001-19-03-519-310-00	Professional Services	\$0	\$1,000	\$0	\$0
001-19-03-519-340-00	Other Contractual	\$0	\$1,633,797	\$0	\$2,112,009
001-19-03-519-400-00	Travel & Per Diem	\$878	\$0	\$480	\$0
001-19-03-519-440-00	Rentals & Leases	\$410	\$410	\$410	\$0
001-19-03-519-460-00	Repairs and Maintenance Svc	\$1,263,530	\$274,950	\$1,200,000	\$150,000
001-19-03-519-510-00	Office Supplies	\$0	\$200	\$0	\$0
001-19-03-519-520-00	Operating Supplies	\$0	\$300	\$0	\$200
001-19-03-519-527-00	Gasoline & Lubricants	\$723,135	\$442,066	\$650,455	\$531,345
001-19-03-519-540-00	Books, Publications, and Dues	\$0	\$0	\$0	\$0
001-19-03-519-550-00	Educational & Training	\$0	\$0	\$0	\$0
<b>Capital Outlay</b>					
001-19-03-519-640-00	Machinery & Equipment	\$33,086	\$0	\$638	\$0
<b>TOTAL FLEET</b>		<b>\$2,209,781</b>	<b>\$2,504,647</b>	<b>\$1,984,337</b>	<b>\$2,875,372</b>

General Fund City Hall Maintenance Division Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-19-04-519-102-00	Regular Salaries and Wages	\$195,375	\$144,011	\$178,244	\$149,771
001-19-04-519-104-00	Overtime	\$10,668	\$2,500	\$7,185	\$2,500
001-19-04-519-105-00	Special Pay	\$2,177	\$2,160	\$2,181	\$2,160
001-19-04-519-201-00	FICA	\$15,713	\$11,208	\$14,119	\$11,649
001-19-04-519-202-00	Retirement	\$18,288	\$14,651	\$18,570	\$16,476
001-19-04-519-203-00	Life and Health Insurance	\$20,557	\$24,202	\$23,560	\$25,373
001-19-04-519-204-00	Workers' Compensation	\$1,025	\$5,351	\$2,890	\$9,272
<b>Operating Expenditures</b>					
001-19-04-519-340-00	Contractual Services	\$132,620	\$156,925	\$146,361	\$151,048
001-19-04-519-431-00	Electricity	\$201,183	\$180,000	\$165,000	\$180,000
001-19-04-519-432-00	Water	\$55,731	\$61,500	\$51,500	\$61,500
001-19-04-519-434-00	Cable Service	\$5,661	\$3,900	\$3,900	\$3,900
001-19-04-519-460-00	Repairs and Maintenance Svc	\$195,768	\$192,973	\$214,235	\$186,081
001-19-04-519-497-00	Other Obligations	\$3,815	\$1,444	\$1,606	\$1,444
001-19-04-519-510-00	Office Supplies	\$65	\$300	\$300	\$300
001-19-04-519-520-00	Operating Supplies	\$3,415	\$4,900	\$3,709	\$4,900
001-19-04-519-525-00	Uniforms	\$223	\$425	\$397	\$425
001-19-04-519-527-00	Gasoline & Lubricants	\$0	\$1,500	\$0	\$1,500
<b>TOTAL CITY HALL MAINTENANCE</b>		<b>\$862,282</b>	<b>\$807,950</b>	<b>\$833,758</b>	<b>\$808,299</b>

General Fund Non-Departmental Division Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
001-19-01-519-205-00	Unemployment Compensation	\$18,677	\$10,000	\$20,511	\$10,000
<b>Operating Expenditures</b>					
001-19-01-519-310-00	Professional Services	\$27,997	\$17,520	\$14,209	\$18,690
001-19-01-519-340-00	Other Contractual	\$1,327,307	\$1,839,566	\$1,177,881	\$1,757,966
001-19-01-519-421-00	Postage & Freight	\$33,055	\$41,830	\$19,920	\$41,830
001-19-01-519-450-00	Insurance	\$1,420,658	\$1,522,735	\$1,522,735	\$1,672,507
001-19-01-519-460-00	Repairs & Maintenance Svc	\$131	\$0	\$0	\$0
001-19-01-519-497-00	Other Obligations	\$89,130	\$25,510	\$23,250	\$24,026
001-19-01-519-520-00	Operating Supplies	\$1,904	\$0	\$0	\$0
001-19-01-519-529-00	Hurricane Related expenses	\$273,303	\$0	\$4,973	\$0
001-19-01-519-529-01	State Emergency-COVID 19	\$927,085	\$0	\$512,888	\$0
001-19-01-519-540-00	Books, Publications, and Dues	\$184	\$124	\$389	\$124
<b>Non-Operating Expenditures</b>					
001-19-01-519-915-30	Transfer to Capital Project Fund	\$5,577,299	\$5,403,516	\$5,403,516	\$6,622,251
001-19-01-519-918-21	Transfer to Debt Service Fund	\$983,394	\$980,522	\$980,522	\$978,020
001-19-01-519-919-40	Transfer to CRA Fund	\$0	\$612,371	\$483,451	\$827,381
001-19-01-519-993-00	Working Capital Reserve	\$0	\$1,522,171	\$0	\$346,268
<b>TOTAL NON-DEPARTMENTAL</b>		<b>\$10,680,123</b>	<b>\$11,975,865</b>	<b>\$10,164,244</b>	<b>\$12,299,063</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>		<b>\$75,196,405</b>	<b>\$80,136,954</b>	<b>\$73,346,785</b>	<b>\$86,768,514</b>
<b>GENERAL FUND REVENUES (-) EXPENDITURES</b>		<b>\$12,186,338</b>	<b>\$0</b>	<b>\$1,092,802</b>	<b>\$0</b>

# Annual Line Item Budgets Transportation Fund



Transportation Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Fuel Taxes</b>					
100-00-00-312-410-00	First Local Option Fuel Tax	\$1,454,992	\$1,510,388	\$1,303,512	\$1,543,222
100-00-00-312-420-00	Second Local Option Fuel Tax	\$547,852	\$579,450	\$412,697	\$589,502
<b>Intergovernment Revenues</b>					
100-00-00-312-601-00	CITT	\$4,248,977	\$4,300,000	\$4,300,000	\$4,300,000
100-00-00-334-360-00	State Grant - Transportation	\$9,982	\$0	\$9,847	\$0
100-00-00-334-390-00	FDOT- Landscape agreement	\$31,360	\$31,358	\$41,813	\$31,358
100-00-00-334-390-01	State Grant DEP - Vista Verde 1C	\$460,605	\$0	\$0	\$0
100-00-00-335-120-00	State Revenue Sharing	\$729,798	\$715,407	\$715,365	\$1,194,143
<b>License, Fees &amp; Payments</b>					
100-00-00-322-002-00	Public Works Bldg. Permit Fees	\$261,271	\$100,000	\$257,801	\$200,000
100-00-00-329-100-00	Banners Permits	\$0	\$2,000	\$11,367	\$2,000
<b>Charges For Services</b>					
100-00-00-345-200-00	Surcharge	\$37,594	\$25,000	\$37,876	\$30,000
<b>Fines and Forfeitures</b>					
100-00-00-351-100-00	Parking Fines	\$1,245	\$2,800	\$449	\$2,800
<b>Miscellaneous Revenues</b>					
100-00-00-361-100-00	Interest	\$143,117	\$75,000	\$19,650	\$25,000
100-00-00-362-100-00	Bus Benches	\$14,685	\$39,200	\$13,046	\$39,200
100-00-00-369-900-00	Other Miscellaneous Revenues	\$1	\$700	\$3	\$700
<b>Interfund Transfers</b>					
100-00-00-381-029-41	Inter Transfer- Stormwater	\$209,012	\$215,282	\$215,282	\$221,741
<b>Reappropriated Fund Balance</b>					
100-00-00-389-901-00	Reapprop'd CITT Fund Bal	\$0	\$0	\$192,399	\$0
100-00-00-389-902-00	Reapprop'd CITT Capital Fund Bal	\$0	\$3,422,325	\$3,203,845	\$2,798,221
100-00-00-389-903-00	Reapprop'd CITT Transit Fund Bal	\$0	\$0	\$152,777	\$0
100-00-00-389-904-00	Reapprop'd Fund Balance	\$0	\$620,206	\$509,390	\$831,941
<b>TOTAL TRANSPORTATION FUND REVENUES</b>		<b>\$8,150,490</b>	<b>\$11,639,116</b>	<b>\$11,397,117</b>	<b>\$11,809,828</b>

Transportation Fund Public Works Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Administration Division					
<b>Personnel Services</b>					
100-41-00-541-102-00	Regular Salaries and Wages	\$403,548	\$416,536	\$432,286	\$450,649
100-41-00-541-104-00	Overtime	\$229	\$0	\$568	\$0
100-41-00-541-105-00	Special Pay	\$6,011	\$6,030	\$6,088	\$6,030
100-41-00-541-201-00	FICA	\$29,385	\$30,267	\$30,371	\$32,471
100-41-00-541-202-00	Retirement	\$64,069	\$69,919	\$72,298	\$79,686
100-41-00-541-203-00	Life and Health Insurance	\$50,798	\$63,285	\$55,650	\$60,071
100-41-00-541-204-00	Workers' Compensation	\$2,781	\$5,014	\$9,135	\$1,217
<b>Operating Expenditures</b>					
100-41-00-541-310-00	Professional Services	\$84	\$1,500	\$123	\$1,500
100-41-00-541-400-00	Travel and Per Diem	\$2,696	\$4,500	\$1,017	\$4,500
100-41-00-541-421-00	Postage & Freight	\$0	\$50	\$0	\$50
100-41-00-541-440-00	Rentals and Leases	\$842	\$1,100	\$1,000	\$1,100
100-41-00-541-460-00	Repairs and Maintenance	\$9	\$1,500	\$44	\$1,500
100-41-00-541-493-00	Software License	\$500	\$0	\$0	\$0
100-41-00-541-497-00	Other Obligations	\$1,092	\$2,075	\$949	\$2,073
100-41-00-541-510-00	Office Supplies	\$2,462	\$2,500	\$2,155	\$2,500
100-41-00-541-520-00	Operating Supplies	\$421	\$1,000	\$1,162	\$1,000
100-41-00-541-525-00	Uniforms	\$0	\$400	\$158	\$400
100-41-00-541-527-00	Gasoline & Lubricants	\$27,708	\$35,000	\$18,971	\$35,000
100-41-00-541-540-00	Books, Publications, and Dues	\$495	\$1,560	\$1,390	\$1,560
100-41-00-541-550-00	Educational & Training	\$457	\$1,500	\$139	\$1,500
<b>Capital Outlay</b>					
100-41-00-541-640-00	Machinery & Equipment	\$33,938	\$0	\$0	\$0
100-41-00-541-643-00	Computer Software	\$20,529	\$9,304	\$13,048	\$9,304
<b>Non-Operating Expenditures</b>					
100-41-00-541-914-01	Transfer to General Fund	\$426,501	\$439,296	\$439,297	\$806,046
100-41-00-541-918-21	Transfer to Debt Service Fund	\$390,930	\$386,430	\$389,972	\$389,454
<b>TOTAL ADMINISTRATION</b>		<b>\$1,465,485</b>	<b>\$1,478,766</b>	<b>\$1,475,820</b>	<b>\$1,887,611</b>

Transportation Fund Public Works Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Keep Miami Gardens Beautiful Program Division					
<b>Personnel Services</b>					
100-41-01-541-102-00	Regular Salaries and Wages	\$110,916	\$112,185	\$109,949	\$114,088
100-41-01-541-104-00	Overtime	\$2,659	\$2,000	\$3,770	\$2,300
100-41-01-541-105-00	Special Pay	\$1,409	\$1,200	\$1,212	\$1,200
100-41-01-541-201-00	FICA	\$8,665	\$8,735	\$8,646	\$8,904
100-41-01-541-202-00	Retirement	\$10,137	\$11,419	\$11,458	\$12,593
100-41-01-541-203-00	Life and Health Insurance	\$16,956	\$19,723	\$18,970	\$20,676
100-41-01-541-204-00	Workers' Compensation	\$783	\$179	\$2,401	\$308
<b>Operating Expenditures</b>					
100-41-01-541-310-00	Professional Services	\$162	\$5,000	\$0	\$5,000
100-41-01-541-400-00	Travel and Per Diem	\$1,448	\$3,000	\$264	\$3,000
100-41-01-541-421-00	Postage & Freight	\$0	\$50	\$0	\$50
100-41-01-541-470-00	Printing & Binding	\$214	\$500	\$16	\$500
100-41-01-541-494-00	Advertising	\$0	\$500	\$4,040	\$500
100-41-01-541-510-00	Office Supplies	\$149	\$600	\$616	\$600
100-41-01-541-520-00	Operating Supplies	\$45,636	\$24,000	\$20,221	\$24,000
100-41-01-541-530-00	Road Materials & Supplies	\$6,948	\$20,000	\$1,428	\$30,000
100-41-01-541-540-00	Books, Publications, and Dues	\$762	\$800	\$754	\$800
100-41-01-541-550-00	Educational & Training	\$1,100	\$1,200	\$539	\$1,200
<b>Capital Outlay</b>					
100-41-01-541-643-00	Computer Software	\$0	\$3,000	\$3,000	\$9,304
<b>TOTAL KEEP MIAMI GARDENS BEAUTIFUL</b>		<b>\$207,944</b>	<b>\$214,091</b>	<b>\$187,284</b>	<b>\$235,023</b>

Transportation Fund Public Works Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Streets Division					
<b>Personnel Services</b>					
100-41-02-541-102-00	Regular Salaries and Wages	\$969,575	\$1,067,578	\$998,893	\$1,105,146
100-41-02-541-104-00	Overtime	\$73,413	\$30,000	\$69,191	\$30,000
100-41-02-541-105-00	Special Pay	\$2,810	\$2,820	\$2,847	\$2,820
100-41-02-541-201-00	FICA	\$75,957	\$83,965	\$77,292	\$86,839
100-41-02-541-202-00	Retirement	\$92,632	\$109,758	\$107,272	\$122,823
100-41-02-541-203-00	Life and Health Insurance	\$226,387	\$218,443	\$254,822	\$316,084
100-41-02-541-204-00	Workers' Compensation	\$32,765	\$61,536	\$101,012	\$106,236
100-41-02-541-205-00	Unemployment Compensation	\$0	\$2,000	\$0	\$2,000
<b>Operating Expenditures</b>					
100-41-02-541-310-00	Professional Services	\$36,326	\$28,000	\$34,342	\$28,000
100-41-02-541-340-00	Other Contractual	\$42,109	\$40,000	\$50,572	\$55,000
100-41-02-541-431-00	Electricity	\$23,705	\$22,000	\$23,811	\$24,000
100-41-02-541-432-00	Water	\$271,535	\$200,000	\$241,060	\$250,000
100-41-02-541-440-00	Rentals and Leases	\$0	\$500	\$0	\$85,500
100-41-02-541-460-00	Repairs and Maintenance Svc	\$31,808	\$30,000	\$28,311	\$30,000
100-41-02-541-520-00	Operating Supplies	\$14,202	\$5,000	\$7,228	\$5,000
100-41-02-541-525-00	Uniforms	\$7,374	\$7,088	\$6,898	\$7,288
100-41-02-541-528-00	Small Tools and Equipment	\$2,202	\$4,000	\$3,589	\$4,000
100-41-02-541-530-00	Road Materials and Supplies	\$41,143	\$65,000	\$73,217	\$60,000
100-41-02-541-540-00	Books, Publications and Dues	\$100	\$500	\$0	\$500
100-41-02-541-550-00	Educational & Training	\$7,869	\$3,000	\$120	\$3,000
<b>Capital Outlay</b>					
100-41-02-541-640-00	Machinery & Equipment	\$0	\$0	\$0	\$0
<b>TOTAL STREETS DIVISION</b>		<b>\$1,951,911</b>	<b>\$1,981,188</b>	<b>\$2,080,477</b>	<b>\$2,324,236</b>

Transportation Fund			Adopted	Estimated	Proposed
Public Works Department		2020	2021	2021	2022
Expenditures		Actual	Budget	Actual	Budget
Citizens Independent Transportation Trust- Capital Projects					
Personnel Services					
100-41-05-541-102-00	Regular Salaries and Wages	\$174,737	\$173,466	\$175,119	\$180,404
100-41-05-541-104-00	Overtime	\$1,207	\$0	\$0	\$0
100-41-05-541-105-00	Special Pay	\$1,209	\$1,200	\$1,212	\$1,200
100-41-05-541-201-00	FICA	\$13,288	\$13,270	\$13,204	\$13,801
100-41-05-541-202-00	Retirement	\$15,699	\$17,347	\$17,647	\$19,520
100-41-05-541-203-00	Life and Health Insurance	\$20,481	\$24,100	\$23,262	\$25,274
100-41-05-541-204-00	Workers' Compensation	\$4,630	\$1,469	\$13,904	\$2,552
Operating Expenditures					
100-41-05-541-410-00	Communications Svcs	\$0	\$0	\$0	\$470
100-41-05-541-470-00	Printing & Binding	\$1,955	\$0	\$0	\$0
100-41-05-541-530-00	Road Supplies	\$1,075	\$10,000	\$0	\$10,000
Capital Outlay					
100-41-05-541-630-00	Imprvm'ts Other Than Bldgs.	\$316,212	\$5,591,472	\$2,103,848	\$4,930,000
100-41-05-541-630-09	Vista Verde Phase II	\$566,324	\$0	\$0	\$0
100-41-05-541-630-11	Sidewalk/Resurf (NW 39 Ct-46 Ave)	\$361,958	\$0	\$718,056	\$0
100-41-05-541-630-12	Sidewalk/Resurf (NW 27 Ave-NW 37 Ave)	\$0	\$0	\$50,789	\$0
100-41-05-541-630-13	Irrigation Pump System (CITT Roads)	\$3,225	\$25,000	\$66,775	\$0
100-41-05-541-630-14	Road Traffic Calming Lighting	\$55,645	\$150,000	\$254,065	\$150,000
100-41-05-541-630-15	CITT Sidewalk Stand-alone	\$302,949	\$250,000	\$338,986	\$250,000
100-41-05-541-630-16	Pavement Project	\$166,953	\$250,000	\$250,000	\$250,000
100-41-05-541-630-17	Sidewalk/Resurf (Vista Verde Ph 3)	\$489,295	\$0	\$1,184,116	\$0
100-41-05-541-630-18	Sidewalk/Resurf (2 Av-7 Av/183 St-191St)	\$492,712	\$0	\$132,288	\$0
100-41-05-541-630-19	Sidewalk/Resurf (2 Av-7 Av/7 Av-183 St)	\$87,167	\$0	\$296,952	\$0
100-41-05-541-630-20	NW 207 Street Road Widening	\$246,289	\$0	\$0	\$0
100-41-05-541-630-21	Resur NW 195-199 St & NW 7-12 Ave	\$314,495	\$0	\$35,506	\$0
TOTAL CITT- CAPITAL PROJECTS		\$3,637,508	\$6,507,324	\$5,675,729	\$5,833,221

Transportation Fund Public Works Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Citizens Independent Transportation Trust- Transit					
<b>Personnel Services</b>					
100-41-06-541-102-00	Regular salaries & Wages	\$115,539	\$125,199	\$137,313	\$138,348
100-41-06-541-104-00	Overtime	\$17,604	\$12,000	\$21,593	\$12,000
100-41-06-541-105-00	Special Pay	\$282	\$0	\$606	\$600
100-41-06-541-201-00	FICA	\$9,864	\$10,496	\$11,817	\$11,502
100-41-06-541-202-00	Retirement	\$11,874	\$13,720	\$15,832	\$16,268
100-41-06-541-203-00	Health Insurance	\$23,448	\$35,962	\$32,336	\$35,399
100-41-06-541-204-00	Worker's Compensation	\$3,170	\$4,575	\$10,124	\$7,960
<b>Operating Expenditures</b>					
100-41-06-541-310-00	Professional Services	\$795,161	\$959,065	\$590,617	\$1,004,660
100-41-06-541-340-00	Other Contractual	\$31,938	\$28,750	\$28,750	\$57,500
100-41-06-541-410-00	Communications Svc.	\$1,647	\$0	\$366	\$0
100-41-06-541-450-00	Insurance	\$0	\$12,480	\$0	\$0
100-41-06-541-460-00	Repairs & Maintenance	\$260,387	\$190,000	\$182,802	\$240,000
100-41-06-541-470-00	Printing & Binding	\$485	\$3,000	\$0	\$3,000
100-41-06-541-494-00	Advertising	\$5,493	\$2,000	\$0	\$2,000
100-41-06-541-528-00	Small Tools and Equipment	\$0	\$500	\$0	\$502
<b>Capital Outlay</b>					
100-41-06-541-630-00	Imprvmnts Other Than Bldgs.	\$125,306	\$60,000	\$60,000	\$0
<b>TOTAL CITT- TRANSIT</b>		<b>\$1,402,197</b>	<b>\$1,457,747</b>	<b>\$1,092,156</b>	<b>\$1,529,737</b>

Transportation Fund Public Works Department Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Citizens Independent Transportation Trust- Settlement					
<b>Capital Outlay</b>					
100-41-07-541-630-00	Infrastructure Improvements	\$48,100	\$0	\$228,848	\$0
<b>TOTAL CITT - SETTLEMENT</b>		<b>\$48,100</b>	<b>\$0</b>	<b>\$228,848</b>	<b>\$0</b>

<b>TOTAL TRANSPORTATION FUND EXPENDITURES</b>	<b>\$8,713,144</b>	<b>\$11,639,116</b>	<b>\$10,740,313</b>	<b>\$11,809,828</b>
<b>TRANSPORTATION FUND REVENUES (-) EXPENDITURES</b>	<b>\$(562,654)</b>	<b>\$0</b>	<b>\$656,804</b>	<b>\$0</b>

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the blue background is a large, stylized arch in a medium blue color. The arch starts from the bottom left, curves upwards and to the right, and then descends towards the bottom right. The overall composition is modern and geometric.

# Annual Line Item Budgets Grant Fund

## CITY OF MIAMI GARDENS

Grant Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Grants</b>					
102-00-00-331-202-00	Byrne Grant	\$186	\$56,401	\$0	\$0
102-00-00-331-250-00	U.S. Dept of Justice	\$0	\$508,026	\$0	\$0
102-00-00-334-490-00	FDOT - Stadium Pedestrian Bridge/Tunnel	\$1,132,796	\$0	\$34,103	\$0
102-00-00-334-493-00	FDOT - Roadway Assessment Study Grant	\$69,347	\$0		\$0
102-00-00-337-710-00	Children's Trust	\$212,540	\$407,390	\$407,390	\$407,390
102-00-00-341-201-00	Urban Area Security Initiative	\$113,197	\$0		\$0
102-00-00-366-102-00	Health Comm Partnership Grant	\$118,764	\$0	\$0	\$0
102-00-00-366-102-01	Health Procurement Ordinance Grant	\$2,000	\$0	\$11,336	\$0
102-00-00-366-103-00	CDC - Reach Rise Project	\$592,842	\$692,588	\$692,588	\$692,588
102-00-00-366-105-00	Alliance for a Healthier Generation	\$0	\$0	\$5,454	\$0
<b>TOTAL GRANT REVENUES</b>		<b>\$2,241,672</b>	<b>\$1,664,405</b>	<b>\$1,150,871</b>	<b>\$1,099,978</b>



Grant Fund DOJ - UASI Grant Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Capital Outlay</b>				
102-21-09-521-640-00 Machinery & Equipment	\$113,197	\$508,026	\$36,663	\$0
<b>TOTAL UASI GRANT EXPENDITURES</b>	<b>\$113,197</b>	<b>\$508,026</b>	<b>\$36,663</b>	<b>\$0</b>

Grant Fund DOJ - Edward Byrne Grant Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>				
102-21-10-521-104-00 Overtime	\$0	\$56,401	\$0	\$0
102-21-10-521-640-00 Machinery & Equipment	\$186	\$0	\$351	\$0
<b>TOTAL BYRNE GRANT EXPENDITURES</b>	<b>\$186</b>	<b>\$56,401</b>	<b>\$351</b>	<b>\$0</b>

Grant Fund Stadium Pedestrian Bridge & Tunnel Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
102-41-07-541-310-00 Professional Services	\$192,713	\$0	\$0	\$0
102-41-07-541-497-00 Other Obligations	\$0	\$0	\$0	\$0
102-41-07-541-630-00 Infrastructure Improvements	\$940,083	\$0	\$0	\$0
<b>TOTAL STADIUM PEDESTRIAN BRIDGE EXPENDITURES</b>	<b>\$1,132,796</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Grant Fund FDOT Roadway Assessment Study Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
102-41-08-541-310-00 Professional Services	\$69,347	\$0		\$0
<b>TOTAL HEALTHY COMM. GRANT EXPENDITURES</b>	<b>\$69,347</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Grant Fund Healthy Community Partnership Grant Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
102-69-01-569-102-00	Regular Salaries and Wages	\$25,055	\$0	\$0	\$0
102-69-01-569-105-00	Special Pay	\$72	\$0	\$0	\$0
102-69-01-569-201-00	FICA	\$1,910	\$0	\$0	\$0
102-69-01-569-202-00	Retirement	\$2,122	\$0	\$0	\$0
102-69-01-569-203-00	Life and Health Insurance	\$1,569	\$0	\$0	\$0
102-69-01-569-204-00	Workers' Compensation	\$67	\$0	\$0	\$0
<b>Operating Expenditures</b>					
102-69-01-569-310-00	Professional Services	\$10,000	\$0	\$0	\$0
102-69-01-569-400-00	Travel and Per Diem	\$40	\$0	\$0	\$0
102-69-01-569-520-00	Operating Supplies	\$77,929	\$0	\$0	\$0
<b>TOTAL HEALTHY COMM. GRANT EXPENDITURES</b>		<b>\$118,764</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Grant Fund CDC Reach Project Grant Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
102-69-03-569-102-00	Regular Salaries and Wages	\$150,001	\$160,136	\$178,886	\$177,340
102-69-03-569-104-00	Overtime	\$212	\$0	\$0	\$0
102-69-03-569-105-00	Special Pay	\$1,098	\$1,090	\$1,100	\$1,090
102-69-03-569-201-00	FICA	\$11,531	\$12,250	\$13,598	\$13,567
102-69-03-569-202-00	Retirement	\$13,524	\$16,014	\$18,027	\$19,188
102-69-03-569-203-00	Life and Health Insurance	\$16,462	\$19,597	\$26,570	\$30,800
102-69-03-569-204-00	Workers' Compensation	\$401	\$256	\$483	\$479
<b>Operating Expenditures</b>					
102-69-03-569-310-00	Professional Services	\$367,558	\$470,703	\$354,817	\$438,521
102-69-03-569-400-00	Travel & Per Diem	\$0	\$9,426	\$0	\$0
102-69-03-569-520-00	Operating Supplies	\$32,056	\$3,116	\$66,499	\$11,603
<b>TOTAL CDC REACH GRANT EXPENDITURES</b>		<b>\$592,842</b>	<b>\$692,588</b>	<b>\$659,980</b>	<b>\$692,588</b>

Grant Fund HFSF - Health Procurement Ordinance Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
102-69-04-569-342-00	Other Contractual	\$2,000	\$0	\$0	\$0
<b>TOTAL HFSF HEALTH PROCUREMENT EXPENDITURES</b>		<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Grant Fund Children's Trust - YAS Program Grant Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>					
102-72-03-572-102-00	Regular Salaries and Wages	\$108,097	\$201,382	\$91,529	\$196,437
102-72-03-572-104-00	Overtime	\$0	\$0	\$0	\$0
102-72-03-572-201-00	FICA	\$8,269	\$15,406	\$7,002	\$15,027
102-72-03-572-202-00	Retirement	\$0	\$0	\$974	\$10,690
102-72-03-572-204-00	Workers' Compensation	\$4,649	\$4,185	\$3,205	\$6,828
102-72-03-572-205-00	Unemployment Compensation	\$0	\$0	\$0	\$0
<b>Operating Expenditures</b>					
102-72-03-572-310-00	Professional Services	\$6,365	\$7,410	\$1,116	\$7,410
102-72-03-572-313-00	Background Verifications	\$14	\$420	\$16	\$420
102-72-03-572-320-00	Accounting and Auditing	\$1,250	\$1,500	\$1,500	\$1,500
102-72-03-572-340-00	Other Contractual	\$0	\$12,400	\$0	\$8,400
102-72-03-572-400-00	Travel & Per Diem	\$0	\$3,840	\$0	\$3,840
102-72-03-572-497-00	Other Obligations	\$3,005	\$20,780	\$0	\$16,772
102-72-03-572-510-00	Office Supplies	\$0	\$3,500	\$0	\$3,500
102-72-03-572-520-00	Operating Supplies	\$8,569	\$10,327	\$2,570	\$10,327
102-72-03-572-550-00	Educational & Training	\$500	\$1,000	\$992	\$1,000
<b>TOTAL YAS PROGRAM GRANT EXPENDITURES</b>		<b>\$140,718</b>	<b>\$282,150</b>	<b>\$108,904</b>	<b>\$282,150</b>

Grant Fund Children's Trust - YEN Program Grant Expenditures		Actual 2019	Adopted 2020 Budget	Estimated 2021 Actual	Adopted 2021 Budget
<b>Personnel Services</b>					
102-72-09-572-102-00	Regular Salaries and Wages	\$53,682	\$74,292	\$40,576	\$76,336
102-72-09-572-104-00	Overtime	\$0	\$0	\$0	\$0
102-72-09-572-201-00	FICA	\$4,107	\$5,683	\$3,104	\$5,840
102-72-09-572-202-00	Retirement	\$0	\$0	\$350	\$5,154
102-72-09-572-204-00	Workers' Compensation	\$1,936	\$1,408	\$1,144	\$2,452
102-72-09-572-205-00	Unemployment Compensation	\$0	\$0	\$0	\$0
<b>Operating Expenditures</b>					
102-72-09-572-310-00	Professional Services	\$7,815	\$2,660	\$285	\$2,660
102-72-09-572-313-00	Background Verifications	\$0	\$280	\$0	\$280
102-72-09-572-320-00	Accounting and Auditing	\$1,250	\$1,500	\$1,250	\$1,500
102-72-09-572-340-00	Other Contractual	\$0	\$13,225	\$0	\$10,225
102-72-09-572-400-00	Travel & Per Diem	\$0	\$4,320	\$0	\$4,320
102-72-09-572-494-00	Advertising	\$0	\$0	\$0	\$0
102-72-09-572-497-00	Other Obligations	\$430	\$15,186	\$0	\$10,112
102-72-09-572-510-00	Office Supplies	\$266	\$1,248	\$0	\$1,248
102-72-09-572-520-00	Operating Supplies	\$1,916	\$5,038	\$1,038	\$4,714
102-72-09-572-528-00	Small Tools and Equipment	\$0	\$0	\$0	\$0
102-72-09-572-550-00	Educational & Training	\$421	\$400	\$216	\$400
<b>TOTAL YEN PROGRAM GRANT EXPENDITURES</b>		<b>\$71,823</b>	<b>\$125,240</b>	<b>\$47,963</b>	<b>\$125,240</b>

<b>TOTAL GRANT FUND EXPENDITURES</b>	<b>\$2,241,672</b>	<b>\$1,664,405</b>	<b>\$853,860</b>	<b>\$1,099,978</b>
<b>GRANT FUND REVENUES (-) EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$297,011</b>	<b>\$0</b>

The background of the page features a large, stylized graphic of a ship's hull. The hull is composed of several overlapping, curved segments in shades of blue and yellow. The top part of the hull is a bright yellow, while the lower parts are various shades of blue. The hull curves upwards from the bottom left towards the top right, creating a sense of motion and direction.

# SHIP Fund

The City of Miami Gardens, Florida

SHIP Fund Revenues	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Revenues</b>				
103-00-00-331-000-00 State Housing Initiative Prg Rev	\$0	\$105,402	\$105,402	\$479,887
103-00-00-331-200-00 SHIP - Loan Program	\$5,633	\$0	\$24,441	\$0
103-00-00-334-500-01 Rental Assistance - Covid 19	\$307,500	\$0	\$0	\$0
<b>TOTAL SHIP REVENUES</b>	<b>\$313,133</b>	<b>\$105,402</b>	<b>\$129,843</b>	<b>\$479,887</b>

SHIP Fund Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Personnel Services</b>				
103-13-01-513-102-00 Regular Salaries and Wages	\$19,016	\$29,640	\$16,707	\$28,505
103-13-01-513-104-00 Overtime	\$261	\$0	\$9	\$0
103-13-01-513-105-00 Special Pay	\$0	\$0	\$0	\$120
103-13-01-513-201-00 FICA	\$1,466	\$2,267	\$1,307	\$2,181
103-13-01-513-202-00 Retirement	\$1,678	\$2,964	\$1,679	\$6,424
103-13-01-513-203-00 Life and Health Insurance	\$3,499	\$7,983	\$2,268	\$2,557
103-13-01-513-204-00 Workers' Compensation	\$52	\$48	\$45	\$77
<b>Operating Expenditures</b>				
103-13-01-513-310-00 Professional Services	\$40,059	\$15,000	\$13,513	\$15,000
103-13-01-513-340-00 Other Contractual	\$77,600	\$0	\$86,371	\$40,000
103-13-01-513-342-00 Rental Assistance	\$106,609	\$45,000	\$92,884	\$90,000
103-13-01-513-400-00 Travel and Per Diem	\$11	\$0	\$0	\$1,500
103-13-01-513-540-00 Books, Publications & Dues	\$200	\$0	\$240	\$200
103-13-01-513-550-00 Educational & Training	\$0	\$2,500	\$0	\$1,500
<b>Non-Operating Expenditures</b>				
103-13-01-513-991-00 Working Capital Reserve	\$0	\$0	\$0	\$291,824
<b>TOTAL SHIP EXPENDITURES</b>	<b>\$250,451</b>	<b>\$105,402</b>	<b>\$215,024</b>	<b>\$479,887</b>

<b>SHIP FUND REVENUES (-) EXPENDITURES</b>	<b>\$62,682</b>	<b>\$0</b>	<b>-\$85,180</b>	<b>\$0</b>
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# Annual Line Item Budgets CDBG Fund

CDBG Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Revenues</b>					
104-00-00-331-000-00	CDBG Program Revenue	\$2,715,703	\$1,098,576	\$1,098,576	\$1,111,210
104-00-00-331-001-00	NSP Program Income Revenue	\$286,750	\$0	\$214,835	\$0
104-00-00-331-200-00	CDBG Loan Revenue	\$11,243	\$0	\$19,223	\$0
104-00-00-331-503-00	NSP Program Income Admin	\$30,569	\$0	\$23,871	\$0
104-00-00-331-713-00	HUD-Neighborhood Stabilization Program	\$258,221	\$0	\$0	\$0
104-00-00-331-722-00	HUD-Neighborhood Stabilization Program 3	\$46,334	\$0	\$0	\$0
104-00-00-389-903-00	Reapprop'd CDBG Fund Balance	\$0	\$100,010	\$0	\$0
<b>TOTAL CDBG REVENUES</b>		<b>\$3,348,818</b>	<b>\$1,198,586</b>	<b>\$1,356,505</b>	<b>\$1,111,210</b>



CDBG Fund Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Administrative and Program					
Personnel Services					
104-13-01-513-102-00	Regular Salaries and Wages	\$118,929	\$150,940	\$187,712	\$143,263
104-13-01-513-104-00	Overtime	\$199	\$0	\$24	\$0
104-13-01-513-105-00	Special Pay	\$482	\$480	\$658	\$600
104-13-01-513-201-00	FICA	\$9,180	\$11,511	\$14,473	\$10,854
104-13-01-513-202-00	Retirement	\$10,684	\$24,251	\$18,858	\$28,859
104-13-01-513-203-00	Life and Health Insurance	\$11,982	\$23,270	\$23,105	\$15,572
104-13-01-513-204-00	Workers' Compensation	\$323	\$242	\$507	\$387
Operating Expenditures					
104-13-01-513-310-00	Professional Services	\$13,893	\$10,000	\$209,282	\$10,906
104-13-01-513-340-00	Contractual Service	\$211,756	\$86,000	\$137,600	\$80,000
104-13-01-513-342-00	Other Contractual Svc - Public Service	\$506,940	\$0	\$309,586	\$0
104-13-01-513-348-00	Other Contractual (Rental Assistance)	\$27,635	\$0	\$100,760	\$0
104-13-01-513-400-00	Travel & Per Diem	\$201	\$0	\$361	\$2,000
104-13-01-513-421-00	Postage & Freight	\$0	\$300	\$35	\$300
104-13-01-513-440-00	Rentals & Leases	\$1,237	\$2,000	\$1,777	\$2,000
104-13-01-513-470-00	Printing & Binding	\$0	\$200	\$0	\$0
104-13-01-513-494-00	Advertising	\$840	\$20,000	\$612	\$0
104-13-01-513-510-00	Office Supplies	\$1,804	\$2,500	\$2,081	\$2,500
104-13-01-513-520-00	Operating Supplies	\$855	\$1,500	\$0	\$1,500
104-13-01-513-521-00	Computers	\$0	\$0	\$5,721	\$0
104-13-01-513-540-00	Books, Publications	\$3,079	\$3,500	\$1,380	\$3,500
104-13-01-513-550-00	Educational & Training	\$399	\$0	\$0	\$1,500
Capital Outlay					
104-13-01-513-630-00	Infrastructure Improvements	\$1,867,799	\$750,000	\$417,759	\$807,468
104-13-01-513-640-00	Machinery & Equipment	\$6,522	\$0	\$0	\$0
TOTAL CDBG ADMIN PROGRAM EXPENDITURES		\$2,794,737	\$1,086,694	\$1,432,291	\$1,111,210

CDBG Fund Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
HUD - Neighborhood Stabilization Program				
<b>Personnel Services</b>				
104-13-04-513-102-00 Regular Salaries and Wages	\$39,760	\$57,368	\$12,119	\$0
104-13-04-513-105-00 Special Pay	\$242	\$240	\$69	\$0
104-13-04-513-201-00 FICA	\$3,184	\$4,389	\$987	\$0
104-13-04-513-202-00 Retirement	\$3,595	\$11,841	\$1,239	\$0
104-13-04-513-203-00 Life and Health Insurance	\$1,451	\$6,426	\$336	\$0
104-13-04-513-204-00 Workers' Compensation	\$106	\$92	\$33	\$0
<b>Operating Expenditures</b>				
104-13-04-513-310-00 Professional Services	\$115,342	\$0	\$5,504	\$0
104-13-04-513-340-00 Other Contractual	\$140,873	\$0	-\$4,364	\$0
<b>TOTAL CDBG NEIGHBORHOOD STABILIZATION PROG.</b>	<b>\$304,553</b>	<b>\$80,356</b>	<b>\$15,923</b>	<b>\$0</b>

CDBG Fund Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Direct Services				
<b>Personnel Services</b>				
104-13-06-513-102-00 Regular Salaries and Wages	\$16,801	\$22,136	\$15,740	\$0
104-13-06-513-104-00 Overtime	\$153	\$0	\$11	\$0
104-13-06-513-105-00 Special Pay	\$0	\$0	\$0	\$0
104-13-06-513-201-00 FICA	\$1,291	\$1,693	\$1,217	\$0
104-13-06-513-202-00 Retirement	\$1,492	\$2,214	\$1,585	\$0
104-13-06-513-203-00 Life and Health Insurance	\$2,981	\$5,458	\$2,530	\$0
104-13-06-513-204-00 Workers' Compensation	\$45	\$35	\$42	\$0
<b>Operating Expenditures</b>				
104-13-06-513-310-00 Professional Services	\$356	\$0	\$245	\$0
<b>TOTAL CDBG DIRECT SERVICES EXPENDITURES</b>	<b>\$23,119</b>	<b>\$31,536</b>	<b>\$21,370</b>	<b>\$0</b>

TOTAL CDBG EXPENDITURES	\$3,122,409	\$1,198,586	\$1,469,584	\$1,111,210
CDBG FUND REVENUES (-) EXPENDITURES	\$226,409	\$0	-\$113,079	\$0

The background features a large yellow triangle on the left side, set against a blue background. A stylized, light blue bridge with a single arch spans across the middle of the image, partially overlapping the yellow triangle. The title text is centered in the upper half of the image.

# Development Services Fund

The City of Miami Gardens, Florida

Development Services Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>License, Fees &amp; Payments</b>					
105-00-00-322-002-00	Building Permit Fees	\$4,728,401	\$2,301,600	\$6,104,833	\$2,297,681
105-00-00-322-003-00	Bldg. Certificate Compliance	\$72,617	\$21,340	\$93,529	\$21,340
105-00-00-322-004-00	40 Year Recertification	\$16,140	\$6,284	\$9,108	\$6,284
105-00-00-322-006-00	OT Inspection Fees	\$103,812	\$15,000	\$149,960	\$15,000
105-00-00-322-007-00	Boiler Inspection	\$9,907	\$15,552	\$7,188	\$15,552
105-00-00-329-000-01	Reinspection Fees	\$0	\$23,565	\$0	\$23,565
105-00-00-329-400-00	Community Dev District Fees	\$10,840	\$6,410	\$0	\$6,410
<b>Charges For Services</b>					
105-00-00-345-100-00	Unsafe Structure charges	\$15,481	\$13,485	\$13,130	\$13,485
105-00-00-345-200-00	Technology Surcharge	\$660,338	\$345,925	\$828,160	\$345,493
105-00-00-349-102-00	Cost Recovery	\$27,201	\$0	\$29,125	\$0
<b>Miscellaneous Revenues</b>					
105-00-00-361-100-00	Interest Income	\$35,779	\$11,759	\$4,421	\$11,759
105-00-00-369-900-00	Other Miscellaneous Rev	\$11,872	\$0	\$11,544	\$0
<b>Reappropriated Fund Balance</b>					
105-00-00-389-901-00	Reappropriate Fund Balance	\$0	\$2,072,628	\$0	\$1,223,926
<b>TOTAL DEVELOPMENT SERVICES FUND REVENUES</b>		<b>\$5,692,388</b>	<b>\$4,833,548</b>	<b>\$7,250,998</b>	<b>\$3,980,495</b>

## CITY OF MIAMI GARDENS

Development Services Fund Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Building Services Department					
<b>Personnel Services</b>					
105-24-02-524-102-00	Regular Salary & Wages	\$1,499,509	\$1,481,137	\$1,443,617	\$1,872,116
105-24-02-524-104-00	Overtime	\$102,627	\$15,000	\$156,036	\$15,000
105-24-02-524-105-00	Special Pay	\$3,939	\$3,871	\$4,393	\$5,071
105-24-02-524-201-00	FICA	\$120,533	\$114,146	\$117,809	\$142,499
105-24-02-524-202-00	Retirement	\$140,105	\$170,146	\$162,242	\$226,456
105-24-02-524-203-00	Life & Health Insurance	\$162,182	\$205,077	\$191,272	\$242,591
105-24-02-524-204-00	Workers' Compensation	\$10,680	\$14,199	\$30,176	\$29,098
105-24-02-524-205-00	Unemployment Compensation	\$0	\$5,000	\$0	\$5,000
<b>Operating Expenditures</b>					
105-24-02-524-310-00	Professional Services	\$346,187	\$359,912	\$420,491	\$510,344
105-24-02-524-340-00	Other Contractual	\$37,789	\$79,738	\$147,770	\$79,810
105-24-02-524-400-00	Travel & Per Diem	\$100	\$5,025	\$60	\$6,350
105-24-02-524-440-00	Rentals & Leases	\$1,776	\$2,580	\$2,952	\$2,760
105-24-02-524-460-00	Repairs and Maintenance Service	\$643	\$2,650	\$4,954	\$22,925
105-24-02-524-470-00	Printing & Binding	\$557	\$1,905	\$2,350	\$1,910
105-24-02-524-493-00	Software License	\$2,568	\$8,072	\$1,663	\$20,180
105-24-02-524-510-00	Office Supplies	\$3,233	\$4,500	\$7,270	\$5,500
105-24-02-524-520-00	Operating Supplies	\$2,907	\$1,650	\$3,145	\$1,750
105-24-02-524-521-00	Computers	\$24,967	\$0	\$0	\$7,992
105-24-02-524-525-00	Uniforms	\$1,429	\$2,882	\$0	\$2,882
105-24-02-524-527-00	Gasoline & Lubricants	\$8,359	\$20,000	\$6,899	\$10,000
105-24-02-524-540-00	Books, Publications & Dues	\$3,085	\$5,620	\$4,915	\$5,620
105-24-02-524-550-00	Educational & Training	\$449	\$3,479	\$479	\$3,968
<b>Capital Outlay</b>					
105-24-02-524-643-00	Energov	\$195,020	\$88,388	\$122,427	\$88,388
<b>Non-Operating Expenditures</b>					
105-24-02-524-914-01	Transfer to General Fund	\$444,775	\$458,118	\$458,119	\$568,902
105-24-02-524-914-02	Transfer - Reimburse Gen Fund	\$592,509	\$1,685,088	\$1,685,088	\$0
105-24-02-524-914-03	Transfer - Gen Fund (Tech Fee)	\$0	\$95,365	\$95,365	\$98,226
<b>Total Building Services Department</b>		<b>\$3,705,927</b>	<b>\$4,833,548</b>	<b>\$5,069,492</b>	<b>\$3,980,495</b>
<b>DEVELOPMENT SERVICES FUND REVENUES (-) EXPENDITURES</b>		<b>\$1,986,461</b>	<b>\$0</b>	<b>\$2,181,506</b>	<b>\$0</b>

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the blue background is a large, stylized arch in a light blue color. The arch starts from the bottom left, curves upwards and to the right, and then descends towards the bottom right. The overall composition is modern and geometric.

# Annual Line Item Budgets Impact Fees Fund

Impact Fee Funds Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>License, Fees &amp; Payments</b>					
110-00-00-324-610-00	Open Space Impact - Resident	\$45,703	\$0	\$140,685	\$0
110-00-00-324-611-00	Parks Impact Fees - Residential	\$42,728	\$0	\$140,685	\$0
110-00-00-324-620-00	Open Space Imp Fee - Comm.	\$259,251	\$0	\$352,380	\$0
110-00-00-324-621-00	Parks Impact - Commercial	\$259,521	\$0	\$352,380	\$0
111-00-00-324-110-00	Police Impact - Resident	\$58,085	\$0	\$48,892	\$0
111-00-00-324-120-00	Police Impact - Commercial	\$317,402	\$0	\$320,241	\$0
112-00-00-324-710-00	Admin. Impact Fee - Residential	\$6,154	\$0	\$20,338	\$0
112-00-00-324-720-00	Adm. Impact Fee - Commercial	\$39,484	\$0	\$104,441	\$0
<b>Miscellaneous Revenues</b>					
110-00-00-361-100-00	Interests	\$21,468	\$0	\$2,211	\$0
111-00-00-361-100-00	Interests	\$4,771	\$0	\$491	\$0
<b>Reappropriated Fund Balance</b>					
110-00-00-389-901-00	Re-appropriated Fund Balance	\$0	\$3,277,759	\$0	\$3,279,598
111-00-00-389-901-00	Re-appropriated Fund Balance	\$0	\$1,237,183	\$0	\$1,260,079
112-00-00-389-901-00	Re-appropriated Fund Balance	\$0	\$148,306	\$0	\$148,307
<b>TOTAL IMPACT FEE FUNDS REVENUES</b>		<b>\$1,054,565</b>	<b>\$4,663,248</b>	<b>\$1,482,743</b>	<b>\$4,687,984</b>

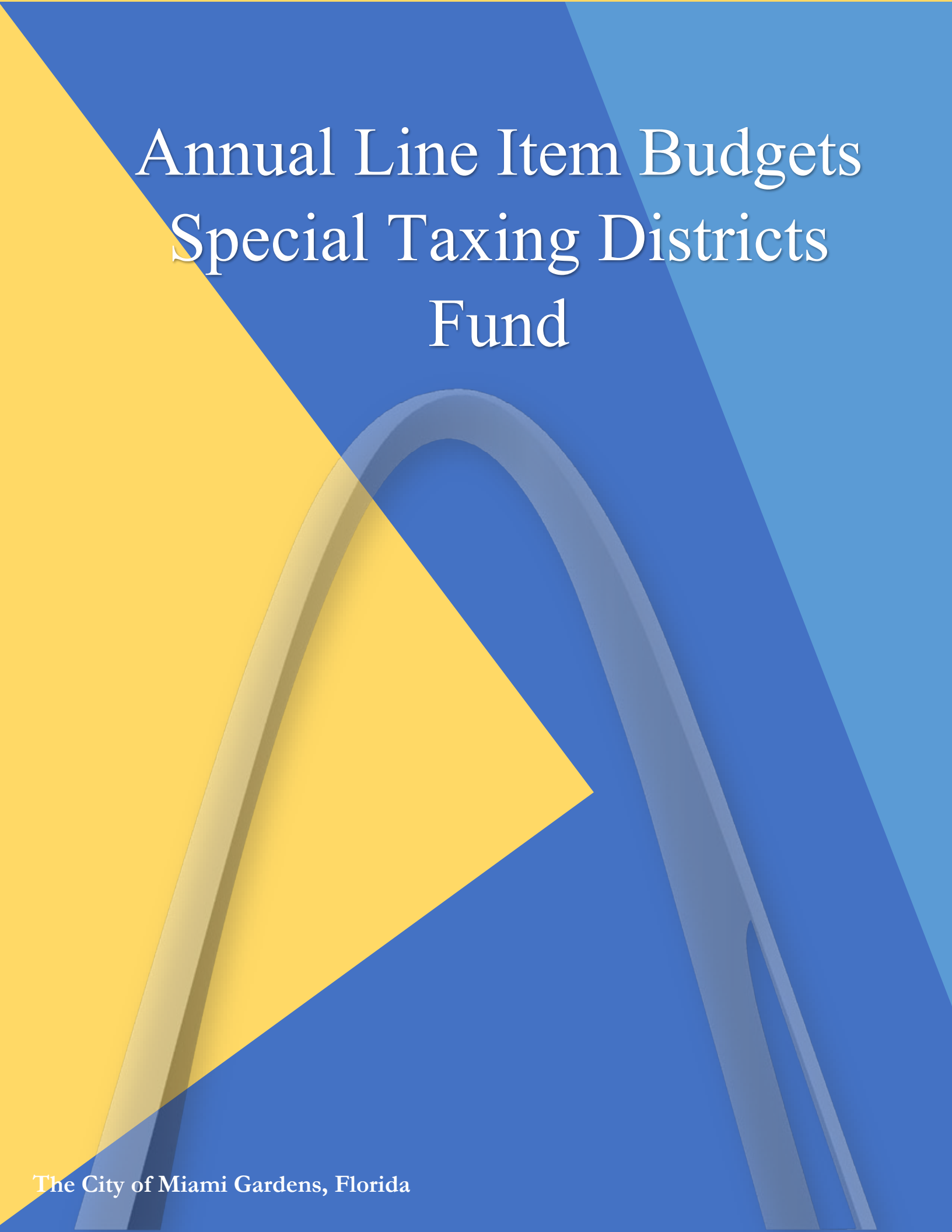
Impact Fee Fund Open Space/Parks Impact Fees Program Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Non-Operating Expenditures</b>				
110-72-00-572-991-00 Working Capital Reserve	\$0	\$3,277,759	\$0	\$3,279,598
<b>TOTAL OPEN SPACE/PARKS FUND EXPENDITURES</b>	<b>\$0</b>	<b>\$3,277,759</b>	<b>\$0</b>	<b>\$3,279,598</b>

Impact Fee Fund Police Impact Fees Program Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Non-Operating Expenditures</b>				
111-21-01-521-991-00 Working Capital Reserve	\$0	\$1,237,183	\$0	\$1,260,079
<b>TOTAL POLICE IMPACT FEE FUND EXPENDITURES</b>	<b>\$0</b>	<b>\$1,237,183</b>	<b>\$0</b>	<b>\$1,260,079</b>

Impact Fee Fund Admin. Impact Fees Program Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Non-Operating Expenditures</b>				
112-19-01-519-991-00 Working Capital Reserve	\$0	\$148,306	\$0	\$148,307
<b>TOTAL ADMIN IMPACT FEE FUND EXPENDITURES</b>	<b>\$0</b>	<b>\$148,306</b>	<b>\$0</b>	<b>\$148,307</b>

<b>TOTAL IMPACT FEES FUND EXPENDITURES</b>	<b>\$0</b>	<b>\$4,663,248</b>	<b>\$0</b>	<b>\$4,687,984</b>
<b>IMPACT FEES FUND REVENUES (-) EXPENDITURES</b>	<b>\$1,054,565</b>	<b>\$0</b>	<b>\$1,482,743</b>	<b>\$0</b>



The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the blue background is a large, stylized arch or bridge shape, rendered in a light blue color with a subtle gradient and a 3D effect. The main title is centered in the upper half of the image.

# Annual Line Item Budgets Special Taxing Districts Fund

Special Taxing District Funds Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Revenues</b>					
121-00-00-325-201-00	Spec Assmnt - Crestview	\$55,825	\$57,570	\$55,209	\$57,568
122-00-00-325-201-00	Spec Assmnt - Bunche Park	\$54,090	\$55,818	\$54,379	\$55,792
123-00-00-325-201-00	Spec Assmnt- Scott Lake Manor	\$49,344	\$50,895	\$49,941	\$50,895
124-00-00-325-201-00	Spec Assmnt - Scott Lake Mnr E.	\$128,907	\$133,861	\$128,819	\$133,861
125-00-00-325-201-00	Spec Assmnt - Andover	\$22,466	\$24,309	\$22,294	\$23,209
126-00-00-325-201-00	Spec Assmnt - Stoneybrook	\$9,314	\$9,585	\$9,270	\$9,585
127-00-00-325-201-00	Spec Assmnt - Westwood Mnr	\$5,353	\$5,500	\$5,330	\$5,500
128-00-00-325-201-00	Spec Assmnt - Miami Gardens	\$25,655	\$26,384	\$25,583	\$26,384
129-00-00-325-201-00	Spec Assmnt - Peachtree Lane	\$5,271	\$5,459	\$5,276	\$5,459
130-00-00-325-201-00	Spec Assmnt - Lake Lucerne	\$19,058	\$19,884	\$19,245	\$19,884
131-00-00-325-201-00	Spec Assmnt - Andover Add'n 1	\$16,061	\$18,677	\$15,982	\$16,609
132-00-00-325-201-00	Spec Assmnt - Liberty Homes	\$412	\$30,692	\$29,613	\$30,692
133-00-00-325-201-00	Spec Assmnt - Riverdale	\$291	\$20,769	\$19,875	\$20,769
134-00-00-325-201-00	Spec Assmnt - Rolling Oaks	\$9,131	\$10,069	\$10,433	\$10,069
135-00-00-325-201-00	Spec Assmnt - Venetian Acres	\$9,041	\$9,906	\$9,010	\$9,676
136-00-00-325-201-00	Spec Assmnt - N. Dade Country Club	\$56,725	\$58,829	\$56,286	\$57,565
137-00-00-325-201-00	Spec Assmnt - Bunch Park South	\$15,394	\$15,711	\$15,324	\$15,711
138-00-00-325-201-00	Spec Assmnt - Greendale	\$6,044	\$6,232	\$5,958	\$6,232
139-00-00-325-201-00	Spec Assmnt - Jordan's Landing	\$15,543	\$16,108	\$15,547	\$16,108
140-00-00-325-201-00	Spec Assmnt - Sunshine St Indus Park	\$0	\$50,414	\$48,676	\$50,414
141-00-00-325-201-00	Spec Assmnt - Air Park Industrial	\$0	\$4,604	\$4,457	\$4,604
142-00-00-325-201-00	Spec Assmnt - Palmetto Lakes Indus	\$0	\$57,933	\$55,936	\$57,583
143-00-00-325-201-00	Spec Assmnt - MDPD Subdivision	\$0	\$1,735	\$1,666	\$1,735
144-00-00-325-201-00	Spec Assmnt - Park Centre Business	\$0	\$2,515	\$2,421	\$2,515
145-00-00-325-201-00	Spec Assmnt - Lakes of Tuscany	\$0	\$14,997	\$14,549	\$14,997
146-00-00-325-201-00	Spec Assmnt - Golden Glades	\$0	\$16,037	\$15,502	\$16,037
147-00-00-325-201-00	Spec Assmnt - Air Park Industrial	\$0	\$0	\$0	\$19,707
<b>TOTAL SPECIAL TAXING DISTRICT FUNDS REVENUES</b>		<b>\$503,924</b>	<b>\$724,493</b>	<b>\$696,582</b>	<b>\$739,160</b>

Special Taxing District Fund SLD Crestview Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
121-41-10-541-310-00	Professional Services	\$441	\$0	\$343	\$312
121-41-10-541-315-00	Fee Collection Charges	\$558	\$0	\$552	\$467
121-41-10-541-431-00	Electricity - Crestview	\$41,776	\$57,570	\$43,881	\$56,789
<b>TOTAL SLD CRESTVIEW EXPENDITURES</b>		<b>\$42,775</b>	<b>\$57,570</b>	<b>\$44,776</b>	<b>\$57,568</b>

Special Taxing District Fund SLD Bunche Park Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
122-41-10-541-310-00	Professional Services	\$427	\$0	\$333	\$302
122-41-10-541-315-00	Fee Collection Charges	\$541	\$0	\$541	\$453
122-41-10-541-431-00	Electricity	\$43,442	\$55,818	\$37,319	\$55,037
<b>TOTAL SLD BUNCHE PARK EXPENDITURES</b>		<b>\$44,410</b>	<b>\$55,818</b>	<b>\$38,193</b>	<b>\$55,792</b>

Special Taxing District Fund SLD Scott Lake Manor Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
123-41-10-541-310-00	Professional Services	\$390	\$0	\$304	\$312
123-41-10-541-315-00	Fee Collection Charges	\$493	\$0	\$499	\$413
123-41-10-541-431-00	Electricity	\$48,004	\$50,895	\$33,124	\$50,170
<b>TOTAL SLD SCOTT LAKE MANOR EXPENDITURES</b>		<b>\$48,887</b>	<b>\$50,895</b>	<b>\$33,927</b>	<b>\$50,895</b>

Special Taxing District Fund SLD Scott Lake Manor East Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
124-41-10-541-310-00	Professional Services	\$1,025	\$0	\$798	\$724
124-41-10-541-315-00	Fee Collection Charges	\$1,289	\$0	\$1,288	\$1,087
124-41-10-541-431-00	Electricity	\$115,219	\$133,861	\$98,800	\$132,050
<b>TOTAL SLD SCOTT LAKE MANOR E. EXPENDITURES</b>		<b>\$117,533</b>	<b>\$133,861</b>	<b>\$100,886</b>	<b>\$133,861</b>

Special Taxing District Fund SLD Andover Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
125-41-10-541-310-00	Professional Services	\$178	\$0	\$138	\$126
125-41-10-541-315-00	Fee Collection Charges	\$295	\$0	\$223	\$188
125-41-10-541-431-00	Electricity	\$27,566	\$24,309	\$13,393	\$22,895
<b>TOTAL SLD ANDOVER EXPENDITURES</b>		<b>\$28,038</b>	<b>\$24,309</b>	<b>\$13,754</b>	<b>\$23,209</b>

Special Taxing District Fund SLD Stoneybrook Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
126-41-10-541-310-00	Professional Services	\$73	\$0	\$57	\$52
126-41-10-541-315-00	Fee Collection Charges	\$93	\$0	\$93	\$78
126-41-10-541-431-00	Electricity	\$6,559	\$9,585	\$5,815	\$9,455
<b>TOTAL SLD STONEYBROOK EXPENDITURES</b>		<b>\$6,725</b>	<b>\$9,585</b>	<b>\$5,965</b>	<b>\$9,585</b>

Special Taxing District Fund SLD Westwood Manor Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
127-41-10-541-310-00	Professional Services	\$42	\$0	\$33	\$30
127-41-10-541-315-00	Fee Collection Charges	\$54	\$0	\$53	\$45
127-41-10-541-431-00	Electricity	\$4,928	\$5,500	\$4,221	\$5,425
<b>TOTAL SLD WESTWOOD MANOR EXPENDITURES</b>		<b>\$5,023</b>	<b>\$5,500</b>	<b>\$4,307</b>	<b>\$5,500</b>

Special Taxing District Fund SLD Miami Gardens Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
128-41-10-541-310-00	Professional Services	\$202	\$0	\$157	\$143
128-41-10-541-315-00	Fee Collection Charges	\$256	\$0	\$256	\$214
128-41-10-541-431-00	Electricity	\$24,518	\$26,384	\$21,018	\$26,027
<b>TOTAL SLD MIAMI GARDENS EXPENDITURES</b>		<b>\$24,977</b>	<b>\$26,384</b>	<b>\$21,431</b>	<b>\$26,384</b>

Special Taxing District Fund SLD Peachtree Lane Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
129-41-10-541-310-00 Professional Services	\$42	\$0	\$33	\$30
129-41-10-541-315-00 Fee Collection Charges	\$51	\$0	\$53	\$44
129-41-10-541-431-00 Electricity	\$6,201	\$5,459	\$5,327	\$5,385
<b>TOTAL SLD PEACHTREE LANE EXPENDITURES</b>	<b>\$6,294</b>	<b>\$5,459</b>	<b>\$5,413</b>	<b>\$5,459</b>

Special Taxing District Fund SLD Lake Lucerne Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
130-41-10-541-310-00 Professional Services	\$152	\$0	\$119	\$108
130-41-10-541-315-00 Fee Collection Charges	\$191	\$0	\$192	\$161
130-41-10-541-431-00 Electricity	\$17,585	\$19,884	\$15,039	\$19,615
<b>TOTAL SLD LAKE LUCERNE EXPENDITURES</b>	<b>\$17,928</b>	<b>\$19,884</b>	<b>\$15,350</b>	<b>\$19,884</b>

Special Taxing District Fund SLD Andover First Addition Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
131-41-10-541-310-00 Professional Services	\$127	\$0	\$99	\$90
131-41-10-541-315-00 Fee Collection Charges	\$161	\$0	\$160	\$135
131-41-10-541-431-00 Electricity	\$0	\$18,677	\$0	\$16,384
<b>TOTAL SLD ANDOVER 1ST ADD'N EXPENDITURES</b>	<b>\$288</b>	<b>\$18,677</b>	<b>\$259</b>	<b>\$16,609</b>

Special Taxing District Fund SLD Liberty Homes Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
132-41-10-541-310-00 Professional Services	\$3	\$0	\$3	\$166
132-41-10-541-315-00 Fee Collection Charges	\$4	\$0	\$296	\$249
132-41-10-541-431-00 Electricity	\$20,176	\$30,692	\$17,265	\$30,277
<b>TOTAL SLD LIBERTY HOMES EXPENDITURES</b>	<b>\$20,183</b>	<b>\$30,692</b>	<b>\$17,564</b>	<b>\$30,692</b>

Special Taxing District Fund SLD Riverdale Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
133-41-10-541-310-00	Professional Services	\$2	\$0	\$2	\$112
133-41-10-541-315-00	Fee Collection Charges	\$3	\$0	\$199	\$169
133-41-10-541-431-00	Electricity	\$13,645	\$20,769	\$14,070	\$20,488
<b>TOTAL SLD RIVERDALE EXPENDITURES</b>		<b>\$13,650</b>	<b>\$20,769</b>	<b>\$14,271</b>	<b>\$20,769</b>

Special Taxing District Fund SLD Rolling Oaks Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
134-41-10-541-310-00	Professional Services	\$77	\$0	\$60	\$54
134-41-10-541-315-00	Fee Collection Charges	\$91	\$0	\$104	\$82
134-41-10-541-431-00	Electricity	\$11,114	\$10,069	\$7,569	\$9,933
<b>TOTAL SLD ROLLING OAKS EXPENDITURES</b>		<b>\$11,283</b>	<b>\$10,069</b>	<b>\$7,733</b>	<b>\$10,069</b>

Special Taxing District Fund SLD Venetian Acres Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
135-41-10-541-310-00	Professional Services	\$76	\$0	\$59	\$52
135-41-10-541-315-00	Fee Collection Charges	\$90	\$0	\$90	\$79
135-41-10-541-431-00	Electricity	\$7,417	\$9,906	\$7,797	\$9,545
<b>TOTAL SLD VENTIAN ACRES EXPENDITURES</b>		<b>\$7,583</b>	<b>\$9,906</b>	<b>\$7,946</b>	<b>\$9,676</b>

Special Taxing District Fund SLD North Dade Country Club Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
136-41-10-541-310-00	Professional Services	\$450	\$0	\$351	\$312
136-41-10-541-315-00	Fee Collection Charges	\$567	\$0	\$563	\$467
136-41-10-541-431-00	Electricity	\$55,602	\$58,829	\$47,398	\$56,786
<b>TOTAL SLD N. DADE COUNTRY CLUB EXPENDITURES</b>		<b>\$56,619</b>	<b>\$58,829</b>	<b>\$48,312</b>	<b>\$57,565</b>

Special Taxing District Fund SLD Bunche Park South Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
137-41-10-541-310-00 Professional Services	\$120	\$0	\$94	\$85
137-41-10-541-315-00 Fee Collection Charges	\$154	\$0	\$153	\$128
137-41-10-541-431-00 Electricity	\$11,594	\$15,711	\$9,965	\$15,498
<b>TOTAL SLD BUNCHE PARK SOUTH EXPENDITURES</b>	<b>\$11,868</b>	<b>\$15,711</b>	<b>\$10,212</b>	<b>\$15,711</b>

Special Taxing District Fund SLD Greendale Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
138-41-10-541-310-00 Professional Services	\$48	\$0	\$37	\$34
138-41-10-541-315-00 Fee Collection Charges	\$60	\$0	\$60	\$51
138-41-10-541-431-00 Electricity	\$4,850	\$6,232	\$2,757	\$6,147
<b>TOTAL SLD GREENDALE EXPENDITURES</b>	<b>\$4,957</b>	<b>\$6,232</b>	<b>\$2,854</b>	<b>\$6,232</b>

Special Taxing District Fund SLD Jordan's Landing Maint Dist Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
139-41-10-541-310-00 Professional Services	\$123	\$0	\$96	\$87
139-41-10-541-315-00 Fee Collection Charges	\$155	\$0	\$155	\$131
139-41-10-541-431-00 Electricity	\$0	\$16,108	\$0	\$15,890
<b>TOTAL SLD JORDAN'S LANDING DIST EXPENDITURES</b>	<b>\$279</b>	<b>\$16,108</b>	<b>\$251</b>	<b>\$16,108</b>

Special Taxing District Fund SLD Sunshine State Industrial Park Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
140-41-10-541-310-00 Professional Services	\$0	\$0	\$2,661	\$273
140-41-10-541-315-00 Fee Collection Charges	\$0	\$0	\$487	\$409
140-41-10-541-431-00 Electricity	\$0	\$50,414	\$35,680	\$49,732
<b>TOTAL SLD SUNSHINE ST. INDUS PRK EXPENDITURES</b>	<b>\$0</b>	<b>\$50,414</b>	<b>\$38,828</b>	<b>\$50,414</b>

Special Taxing District Fund SLD Air Park Industrial Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
141-41-10-541-310-00 Professional Services	\$0	\$0	\$27	\$25
141-41-10-541-315-00 Fee Collection Charges	\$0	\$0	\$45	\$37
141-41-10-541-431-00 Electricity	\$0	\$4,604	\$3,234	\$4,542
<b>TOTAL SLD AIR PARK INDUSTRIAL EXPENDITURES</b>	<b>\$0</b>	<b>\$4,604</b>	<b>\$3,306</b>	<b>\$4,604</b>

Special Taxing District Fund SLD Palmetto Lakes Industrial Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
142-41-10-541-310-00 Professional Services	\$0	\$0	\$346	\$312
142-41-10-541-315-00 Fee Collection Charges	\$0	\$0	\$559	\$467
142-41-10-541-431-00 Electricity	\$0	\$57,933	\$43,036	\$56,804
<b>TOTAL SLD PALMETTO LAKES INDUS EXPENDITURES</b>	<b>\$0</b>	<b>\$57,933</b>	<b>\$43,941</b>	<b>\$57,583</b>

Special Taxing District Fund SLD MDPD Subdivision Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
143-41-10-541-310-00 Professional Services	\$0	\$0	\$10	\$9
143-41-10-541-315-00 Fee Collection Charges	\$0	\$0	\$17	\$14
143-41-10-541-431-00 Electricity	\$0	\$1,735	\$1,122	\$1,712
<b>TOTAL SLD MDPD SUBDIVISION EXPENDITURES</b>	<b>\$0</b>	<b>\$1,735</b>	<b>\$1,149</b>	<b>\$1,735</b>

Special Taxing District Fund SLD Park Center Business Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
144-41-10-541-310-00 Professional Services	\$0	\$0	\$15	\$14
144-41-10-541-315-00 Fee Collection Charges	\$0	\$0	\$24	\$20
144-41-10-541-431-00 Electricity	\$0	\$2,515	\$3,315	\$2,481
<b>TOTAL SLD PARK CNTR BUSINESS EXPENDITURES</b>	<b>\$0</b>	<b>\$2,515</b>	<b>\$3,354</b>	<b>\$2,515</b>



Special Taxing District Fund SLD Lakes of Tuscany Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
145-41-10-541-310-00 Professional Services	\$0	\$0	\$89	\$81
145-41-10-541-315-00 Fee Collection Charges	\$0	\$0	\$145	\$122
145-41-10-541-431-00 Electricity	\$0	\$14,997	\$7,719	\$14,794
<b>TOTAL SLD LAKES OF TUSCANY EXPENDITURES</b>	<b>\$0</b>	<b>\$14,997</b>	<b>\$7,953</b>	<b>\$14,997</b>

Special Taxing District Fund SLD Golden Glades Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
146-41-10-541-310-00 Professional Services	\$0	\$0	\$96	\$87
146-41-10-541-315-00 Fee Collection Charges	\$0	\$0	\$155	\$130
146-41-10-541-431-00 Electricity	\$0	\$16,037	\$9,038	\$15,820
<b>TOTAL SLD GOLDEN GLADES EXPENDITURES</b>	<b>\$0</b>	<b>\$16,037</b>	<b>\$9,289</b>	<b>\$16,037</b>

Special Taxing District Fund SLD Golden Glades Expenditures	2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>				
147-41-10-541-310-00 Professional Services	\$0	\$0	\$0	\$107
147-41-10-541-315-00 Fee Collection Charges	\$0	\$0	\$0	\$160
147-41-10-541-431-00 Electricity	\$0	\$0	\$0	\$19,440
<b>TOTAL SLD GOLDEN GLADES EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,707</b>

<b>TOTAL SPECIAL TAXING DISTRICT FUND EXPENDITURES</b>	<b>\$469,300</b>	<b>\$724,493</b>	<b>\$501,225</b>	<b>\$739,160</b>
<b>SPECIAL TAXING DISTRICT FUNDS REVENUES (-) EXPENDITURES</b>	<b>\$34,623</b>	<b>\$0</b>	<b>\$195,357</b>	<b>\$0</b>

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the blue background is a large, stylized arch or bridge shape, rendered in a light blue color with a subtle gradient and a 3D effect. The main title is centered in the upper half of the page.

# Annual Line Item Budgets Debt Service Fund

**CITY OF MIAMI GARDENS**

Debt Service Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Property Taxes</b>					
201-00-00-311-000-00	Ad Valorem Taxes	\$4,234,009	\$3,963,080	\$3,963,080	\$3,960,268
<b>Miscellaneous Revenues</b>					
201-00-00-364-000-00	Sales of Fixed Assets	\$300,000	\$0	\$0	\$0
<b>Other Sources</b>					
201-00-00-381-014-01	Inter Transf - General Fund	\$983,394	\$980,522	\$980,522	\$978,020
201-00-00-381-015-10	Inter Transf - Transportation	\$390,930	\$389,972	\$389,972	\$389,454
201-00-00-381-025-30	Inter Transf - Capital Projects	\$10,988,365	\$5,959,143	\$5,959,143	\$5,918,591
201-00-00-385-000-00	Other Financing Source - Refunding Debt	\$50,405,000	\$0		\$0
<b>TOTAL DEBT SERVICE FUND REVENUES</b>		<b>\$67,301,698</b>	<b>\$11,292,717</b>	<b>\$11,292,717</b>	<b>\$11,246,333</b>

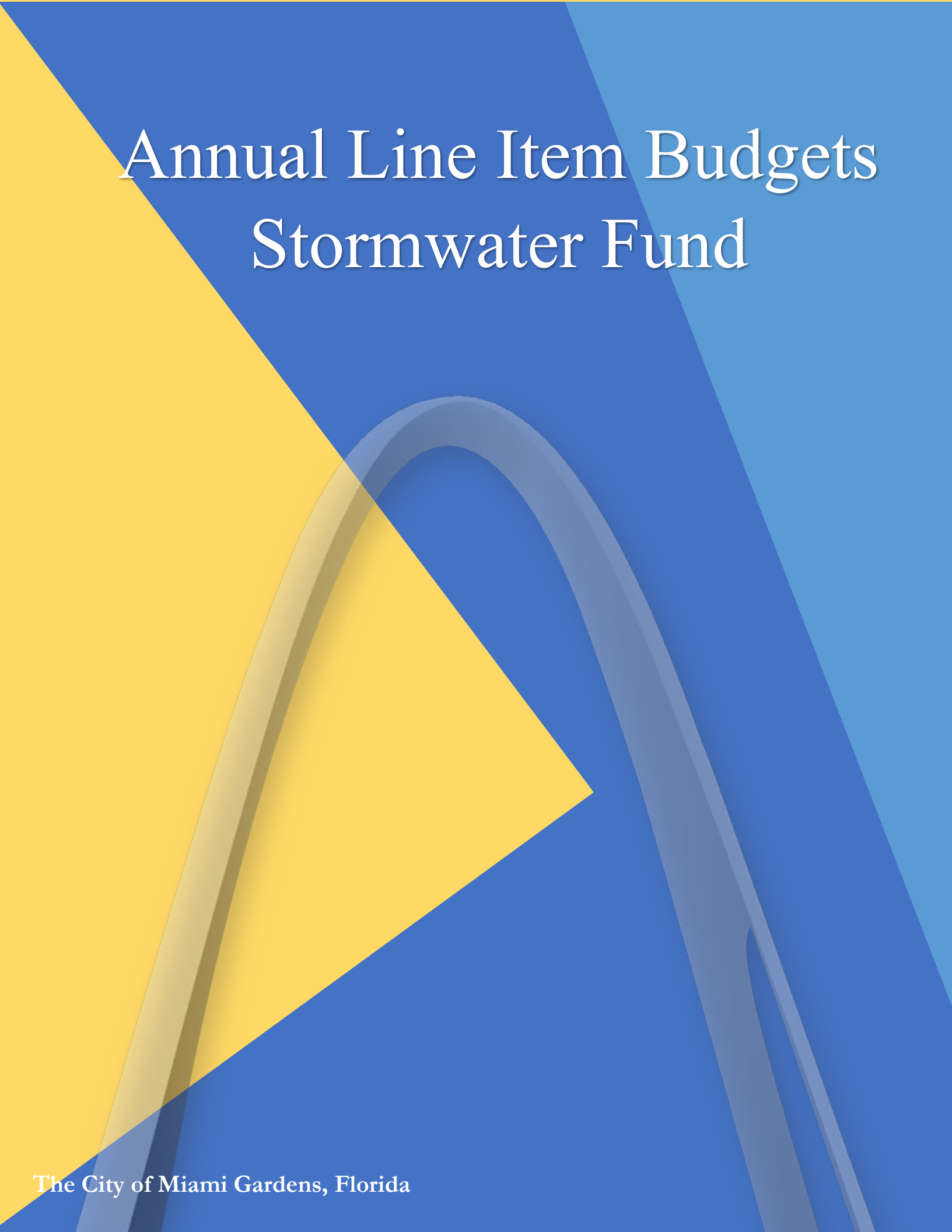
Debt Service Fund Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Operating Expenditures</b>					
201-19-01-519-310-00	Professional Services	\$535,088	\$107	\$0	\$0
<b>Debt Service</b>					
201-17-01-517-710-04	Principal - \$7.5 MM Note	\$358,801	\$372,185	\$372,185	\$386,067
201-17-01-517-710-06	Principal - QNIP	\$425,750	\$442,650	\$442,650	\$461,176
201-17-01-517-710-10	Principal - \$8.8 MM Note	\$5,180,440	\$0	\$0	\$0
201-17-01-517-710-11	Principal - \$4 MM Note	\$197,599	\$207,089	\$207,089	\$216,909
201-17-01-517-710-12	\$55M Principal Payment	\$1,380,000	\$1,430,000	\$1,430,000	\$1,495,000
201-17-01-517-710-14	\$60M Principal - Debt Service	\$1,620,000	\$2,570,000	\$2,570,000	\$2,505,000
201-17-01-517-710-16	Principal - \$6MM (COPS add'l)	\$257,716	\$263,286	\$263,286	\$268,978
201-17-01-517-710-18	Principal - \$6.9 MM (refi \$14.4)	\$850,000	\$855,000	\$855,000	\$880,000
201-17-01-517-720-04	Interest - \$7.5 MM Note	\$158,558	\$141,685	\$141,685	\$124,183
201-17-01-517-720-06	Interest - QNIP	\$113,900	\$105,177	\$105,177	\$87,250
201-17-01-517-720-10	Interest - \$8.8 MM Note	\$98,435	\$0	\$0	\$0
201-17-01-517-720-11	Interest - 4.0 MM Note	\$111,123	\$101,709	\$101,709	\$91,889
201-17-01-517-720-12	Interest - \$55M Bond	\$3,261,880	\$3,185,980	\$3,185,980	\$3,083,448
201-17-01-517-720-14	\$60M GO Bond interests	\$2,599,150	\$1,392,973	\$1,392,973	\$1,455,268
201-17-01-517-720-16	Interests - \$6MM (COPS add'l)	\$40,016	\$34,446	\$34,446	\$28,754
201-17-01-517-720-18	Interest - \$6.9 MM (refi \$14.4)	\$217,879	\$190,430	\$190,430	\$162,411
201-17-01-517-720-19	Interest - \$50 MM GOB (refinance \$60M)	\$0	\$0	\$963,823	\$0
<b>Non-Operating Expenditures</b>					
201-17-01-517-990-00	Other Financing Uses - Refunding Debt	\$41,780,000	\$0		\$0
<b>TOTAL DEBT SERVICE FUND EXPENDITURES</b>		<b>\$59,186,333</b>	<b>\$11,292,717</b>	<b>\$12,256,433</b>	<b>\$11,246,333</b>
<b>DEBT SERVICE FUND REVENUES (-) EXPENDITURES</b>		<b>\$8,115,365</b>	<b>\$0</b>	<b>(\$963,716)</b>	<b>\$0</b>



# Annual Line Item Budgets Capital Projects Fund

Capital Projects Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Miscellaneous Revenues</b>					
300-00-00-337-711-00	Rolling Oaks Park	\$174,295	\$0	\$69,151	\$0
300-00-00-361-100-00	Interest	\$559	\$0	\$0	\$0
300-00-00-361-102-00	Rebate - \$55 million Bonds	\$537,150	\$1,019,514	\$1,594,224	\$925,034
300-00-00-361-103-00	Interest - \$60M GO Bonds	\$547,119	\$0	\$121,272	\$0
300-00-00-365-000-00	Sales of Other Assets	\$15,400,000	\$0	\$0	\$0
300-00-00-369-903-00	Insurance Reimbursement	\$225,440	\$0	\$0	\$0
<b>Interfund Transfers</b>					
300-00-00-381-030-01	Transfer from General Fund	\$5,577,299	\$5,403,516	\$5,403,516	\$6,622,253
<b>Re-appropriated Fund Balance</b>					
300-00-00-389-904-00	Reappropriate City Hall Setlm't	\$0	\$768,255	\$0	\$0
<b>TOTAL CAPITAL PROJECTS FUND REVENUES</b>		<b>\$22,461,861</b>	<b>\$7,191,285</b>	<b>\$7,188,163</b>	<b>\$7,547,287</b>

Capital Projects Fund Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Capital Improvement Projects					
<b>Personnel Services</b>					
300-12-01-512-102-00	Regular Salaries and Wages	\$434,887	\$551,169	\$442,211	\$455,029
300-12-01-512-104-00	Overtime	\$20	\$0	\$145	\$0
300-12-01-512-105-00	Special Pay	\$1,998	\$1,920	\$1,939	\$1,920
300-12-01-512-201-00	FICA	\$32,406	\$42,129	\$33,307	\$34,704
300-12-01-512-202-00	Retirement	\$39,252	\$55,117	\$44,578	\$49,233
300-12-01-512-203-00	Life and Health Insurance	\$46,149	\$74,763	\$53,849	\$56,640
300-12-01-512-204-00	Workers' Compensations	\$1,404	\$882	\$4,216	\$1,228
300-12-01-512-205-00	Unemployment Compensation	\$885	\$0	\$0	\$0
<b>Operating Expenditures</b>					
300-12-01-512-310-00	Professional Services	\$8,000	\$10,000	\$600	\$5,000
300-12-01-512-340-00	Other Contractual - Legal	\$0	\$4,000	\$0	\$2,000
300-12-01-512-400-00	Travel and Per Diem	\$555	\$3,000	\$0	\$3,000
300-12-01-512-421-00	Postage & Freight	\$0	\$100	\$0	\$100
300-12-01-512-440-00	Rentals and Leases	\$2,427	\$2,500	\$2,412	\$2,500
300-12-01-512-470-00	Printing & Binding	\$0	\$300	\$0	\$300
300-12-01-512-510-00	Office Supplies	\$851	\$1,500	\$1,500	\$2,000
300-12-01-512-520-00	Operating Supplies	\$369	\$0	\$0	\$0
300-12-01-512-540-00	Books, Publications and Dues	\$810	\$2,939	\$1,832	\$3,742
300-12-01-512-550-00	Educational & Training	\$707	\$5,000	\$0	\$5,000
300-19-01-519-310-00	Professional Services	\$3,500	\$3,500	\$3,500	\$3,500
<b>Capital Outlay</b>					
300-12-01-512-621-03	City Hall Complex	\$354,911	\$0	\$287,998	\$0
300-12-01-512-643-00	Computer Software	\$0	\$2,800	\$0	\$2,800
<b>Non-Operating Expenditures</b>					
300-12-01-512-914-01	Transfer to General Fund	\$10,331,747	\$0	\$0	\$0
300-12-01-512-918-21	Transfer to Debt Service Fund	\$10,988,365	\$5,959,143	\$5,959,143	\$5,918,591
300-19-01-519-497-00	Other Obligations	\$89,377	\$0	\$0	\$0
300-19-20-519-991-00	Working Capital Reserve	\$0	\$470,523	\$0	\$1,000,000
<b>TOTAL CAPITAL PROJECTS FUND EXPENDITURES</b>		<b>\$22,338,618</b>	<b>\$7,191,285</b>	<b>\$6,837,230</b>	<b>\$7,547,287</b>
<b>CAPITAL PROJECTS FUND REVENUES (-) EXPENDITURES</b>		<b>\$123,242</b>	<b>\$0</b>	<b>\$350,933</b>	<b>\$0</b>

The background features a large, abstract design. A bright yellow triangle is positioned on the left side, pointing towards the bottom right. Overlaid on this and the blue background is a large, stylized arch or bridge shape, rendered in a light blue color with a subtle 3D effect. The main title is centered in the upper half of the page.

# Annual Line Item Budgets Stormwater Fund



Stormwater Utility Fund Revenues		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
<b>Charges For Services</b>					
401-00-00-325-200-00	Stormwater Assessments	\$4,898,705	\$5,180,116	\$5,120,679	\$5,552,990
<b>License, Fees &amp; Payments</b>					
401-00-00-329-500-00	Stormwater Permit Fees	\$35,813	\$35,000	\$39,531	\$35,000
401-00-00-349-102-00	Cost Recovery	\$368	\$0	\$276	\$0
<b>Grants</b>					
401-00-00-334-360-00	State Grant - STW	\$278,953	\$0	\$0	\$0
401-00-00-334-390-01	State Grant DEP - Vista Verde 1C & 1D	\$197,222	\$0	\$0	\$0
<b>Miscellaneous Revenues</b>					
401-00-00-365-000-00	Sale of Other Assets	\$0	\$0	\$8,206	\$0
401-00-00-361-100-00	Interest	\$59,632	\$25,000	\$6,141	\$25,000
<b>Reappropriated Fund Balance</b>					
401-00-00-389-901-00	Re-approp'd Retained Earnings	\$0	\$2,306,404	\$0	\$2,098,323
<b>TOTAL STORMWATER FUND REVENUES</b>		<b>\$5,470,693</b>	<b>\$7,546,520</b>	<b>\$5,174,832</b>	<b>\$7,711,313</b>

Stormwater Utility Fund Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Operating Division					
Personnel Services					
401-41-03-538-102-00	Regular Salaries and Wages	\$405,172	\$431,450	\$401,768	\$460,899
401-41-03-538-104-00	Overtime	\$10,763	\$7,500	\$12,074	\$7,500
401-41-03-538-105-00	Special Pay	\$1,209	\$1,200	\$1,212	\$1,200
401-41-03-538-201-00	FICA	\$29,976	\$33,580	\$29,484	\$35,833
401-41-03-538-202-00	Retirement	\$124,084	\$43,895	\$41,353	\$50,681
401-41-03-538-203-00	Life and Health Insurance	\$87,813	\$126,148	\$103,006	\$130,995
401-41-03-538-204-00	Workers' Compensation	\$11,426	\$18,070	\$36,525	\$32,535
401-41-03-538-205-00	Unemployment Compensation	\$2,475	\$0	\$0	\$0
401-41-03-538-260-00	OPEB Expenses	\$1,215	\$0	\$0	\$0
Operating Expenditures					
401-41-03-538-310-00	Professional Services	\$443,681	\$462,000	\$464,616	\$462,000
401-41-03-538-315-00	Fee Collection Charges	\$50,888	\$56,488	\$52,799	\$56,488
401-41-03-538-340-00	Other Contractual	\$270,920	\$318,842	\$333,570	\$318,842
401-41-03-538-400-00	Travel and Per Diem	\$0	\$2,000	\$0	\$2,000
401-41-03-538-421-00	Postage & Freight	\$13	\$200	\$105	\$200
401-41-03-538-431-00	Electricity	\$5,747	\$18,400	\$4,970	\$6,000
401-41-03-538-432-00	Water	\$2,514	\$2,600	\$1,148	\$2,500
401-41-03-538-440-00	Rentals and Leases	\$5,310	\$5,718	\$4,921	\$55,718
401-41-03-538-460-00	Repairs and Maintenance Serv	\$65,774	\$51,152	\$53,102	\$56,152
401-41-03-538-470-00	Printing & Binding	\$816	\$1,600	\$407	\$1,600
401-41-03-538-494-00	Advertising	\$2,692	\$700	\$0	\$700
401-41-03-538-497-00	Other Obligations	\$24,156	\$28,254	\$20,871	\$24,945
401-41-03-538-510-00	Office Supplies	\$996	\$1,400	\$979	\$1,400
401-41-03-538-520-00	Operating Supplies	\$15,341	\$15,800	\$13,196	\$13,900
401-41-03-538-525-00	Uniforms	\$4,340	\$4,090	\$3,783	\$4,490
401-41-03-538-527-00	Gasoline & Lubricants	\$23,206	\$40,000	\$14,758	\$30,000
401-41-03-538-528-00	Small Tools and Equipment	\$1,843	\$6,000	\$3,925	\$6,000
401-41-03-538-530-00	Road Materials and Supplies	\$4,500	\$8,000	\$5,089	\$8,000
401-41-03-538-531-00	Landscape Supplies/Materials	\$2,530	\$2,300	\$6,484	\$2,300
401-41-03-538-540-00	Books, Publications, and Dues	\$3,165	\$2,200	\$245	\$2,200
401-41-03-538-550-00	Educational & Training	\$350	\$3,000	\$0	\$3,000
401-41-03-538-590-00	Depreciation Expenses IOTHB	\$462,787	\$0	\$0	\$0
401-41-03-538-591-90	Depreciation Exp - E&M	\$283,100	\$0	\$0	\$0
Capital Outlay					
401-41-03-538-630-00	Imprvmnts Other Than Bldgs.	\$0	\$0	\$6,950	\$0
401-41-03-538-635-00	STW Treatment Swale Proj	\$0	\$125,000	\$48,312	\$150,000
401-41-03-538-640-00	Machinery and Equipment	\$0	\$113,039	\$148,987	\$42,400

Stormwater Utility Fund Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Operating Division (continued)					
<b>Debt Service</b>					
401-41-03-538-710-00	Principal - Debt Service	\$0	\$465,774	\$465,774	\$481,684
401-41-03-538-720-00	Interest - Debt Service	\$182,344	\$166,763	\$166,763	\$150,647
401-41-03-538-731-00	Amortize refunding lost	\$14,010	\$0	\$0	\$0
<b>Non-Operating Expenditures</b>					
401-41-03-538-914-01	Transfer to General Fund	\$287,918	\$296,556	\$296,556	\$223,494
401-41-03-538-917-00	Transfer to Transportation Fund	\$209,012	\$215,283	\$215,282	\$221,741
<b>TOTAL STORMWATER OPERATIONS</b>		<b>\$3,042,088</b>	<b>\$3,075,002</b>	<b>\$2,959,015</b>	<b>\$3,048,044</b>

Stormwater Utility Fund Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Engineering Division					
<b>Personnel Services</b>					
401-41-09-538-102-00	Regular Salaries and Wages	\$259,203	\$260,135	\$257,093	\$270,541
401-41-09-538-104-00	Overtime	\$5,824	\$2,000	\$3,257	\$2,000
401-41-09-538-105-00	Special Pay	\$1,814	\$1,800	\$1,817	\$1,800
401-41-09-538-201-00	FICA	\$20,685	\$20,053	\$20,376	\$20,849
401-41-09-538-202-00	Retirement	\$23,675	\$26,214	\$26,240	\$29,489
401-41-09-538-203-00	Life and Health Insurance	\$22,918	\$28,601	\$24,799	\$26,658
401-41-09-538-204-00	Workers' Compensation	\$4,813	\$4,912	\$14,178	\$8,525
<b>Operating Expenditures</b>					
401-41-09-538-310-00	Professional Services	\$60,475	\$98,000	\$97,745	\$138,000
401-41-09-538-400-00	Travel and Per Diem	\$5	\$1,500	\$0	\$1,500
401-41-09-538-421-00	Postage & Freight	\$8,500	\$9,000	\$0	\$9,000
401-41-09-538-470-00	Printing & Binding	\$3,145	\$3,800	\$0	\$3,800
401-41-09-538-494-00	Advertising	\$0	\$500	\$0	\$500
401-41-09-538-510-00	Office Supplies	\$316	\$500	\$182	\$500
401-41-09-538-520-00	Operating Supplies	\$95	\$500	\$57	\$500
401-41-09-538-524-00	Computer software	\$2,500	\$3,500	\$3,000	\$3,500
401-41-09-538-525-00	Uniforms	\$400	\$425	\$0	\$425
401-41-09-538-540-00	Books, Publications, and Dues	\$234	\$1,850	\$89	\$1,850
401-41-09-538-550-00	Educational & Training	\$617	\$1,250	\$744	\$1,250
<b>Capital Outlay</b>					
401-41-09-538-630-00	Infrastructure Improvements	\$0	\$3,600,000	\$639,271	\$4,125,000
401-41-09-538-630-02	Culvert/Headwall Repairs Project	\$0	\$0	\$465,274	\$0
401-41-09-538-630-07	Andover NW 203 Street	\$0	\$0	\$13,178	\$0
401-41-09-538-630-08	NW 13 Ave Stormwater Drainage Improv	\$0	\$0	\$90,000	\$0
401-41-09-538-630-11	NW 170 Street and NW 22 Ave	\$0	\$0	\$150,000	\$0
401-41-09-538-630-12	Westside Blue Trail	\$0	\$0	\$263,994	\$0
401-41-09-538-630-15	NW 203 Street Outfall Project	\$0	\$0	\$11,454	\$0
401-41-09-538-630-16	Vista Verde Phase IV	\$0	\$0	\$258,389	\$0
401-41-09-538-630-17	NW 2 Ave - 7 Ave Drainage Prj	\$0	\$0	\$350,000	\$0
401-41-09-538-630-18	NW 203 St (E of NW 2 Ave) Drainage Prj	\$0	\$0	\$50,000	\$0

Stormwater Utility Fund Expenditures		2020 Actual	Adopted 2021 Budget	Estimated 2021 Actual	Proposed 2022 Budget
Engineering Division (continued)					
401-41-09-538-630-19	NW 167 Ter & NW 42 Ave Intrsx Imprv	\$0	\$0	\$155,000	\$0
401-41-09-538-630-20	NW 163 St (E of NW 57 Ave) Drainage Prj	\$0	\$0	\$37,256	\$0
401-41-09-538-630-21	Canal Erosion Protection Project	\$0	\$400,000	\$1,200,000	\$0
401-41-09-538-630-22	Vista Verde Phase 1C & 1D	\$0	\$0	\$498,969	\$0
401-41-09-538-643-00	Computer software	\$0	\$6,978	\$9,666	\$16,644
TOTAL STORMWATER ENGINEERING		\$340,210	\$2,679,884	\$4,642,027	\$4,471,518
TOTAL STORMWATER UTILITY FUND EXPENDITURES		\$2,774,872	\$5,820,472	\$7,601,042	\$7,546,520
STORMWATER UTILITY FUND REVENUES (-) EXPENDITURES		\$2,456,623	\$0	(\$2,426,210)	\$0

