



MIAMI GARDENS



* 2020 *

FISCAL YEAR 2023

PROPOSED BUDGET



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



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

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.

CITYCLERK

Mario Bataille, CMC

EXECUTIVE STAFF

Craig Clay, Deputy City Manager

Vernita Nelson, Assistant City Manager

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Miami Gardens
Florida**

For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morill

Executive Director

The City of Miami Gardens has received 18 GFOA Distinguished Budget Presentation Awards.

This Distinguished Budget Presentation Award is presented to state and local governments that have prepared budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting.

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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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MIAMI GARDENS



* 2020 *

CITY MANAGER'S LETTER



CITY OF MIAMI GARDENS

CITY MANAGER'S BUDGET MESSAGE FOR FISCAL YEAR (FY) 2023

Dear Mayor and City Council:

The last couple of years have demonstrated the resiliency and fortitude of the City of Miami Gardens as we maneuvered, adapted and grew through the challenges associated with the COVID-19 pandemic. The City has evolved into, and continues to work towards being, a smarter, and more dynamic and cohesive organization focused on creating a world class City. Over the last few years, the City has worked diligently on completing major capital projects to enhance our resident's access to top tiered recreational centers, while continuing to encourage and assist our business owners to create the City we know Miami Gardens to be.

At the beginning of the FY 2023 budget development process, the economic climate of the Country began to shift as it continued to react to the large amounts of federal spending, supply chain constraints and the ongoing concerns about COVID-19. Although these things have slowed, there's still uncertainty and we must continue to be prepared and nimble to pivot at a moment's notice. Despite the challenges that arose, we've continued to provide the day-to-day services as well as host national and international events such as Formula One.

Our General Obligation Bond initiative continues to progress. In FY 2022, we completed Cloverleaf Park, Andover Park and installed a state-of-the-art video scoreboard at the Community Center. Construction continues at Lester Brown and Rolling Oaks parks and all permitting for Phase Two of Bennett Lifter Park, which include the building, pavilions and other amenities, have been issued.

Parks and Recreation programming is at all-time high. Our patrons can enjoy a multitude of programs such as: dance, afterschool, summer camp, digital photography, lacrosse, wrestling



CITY OF MIAMI GARDENS

and yoga. At the Senior Center, nearly twenty (20) programs are provided for our seniors including: a walking club, computer training, line dancing, chair pilates, health education and bingo. In FY 2022, the City kicked off the Senior Beautification Program which is enhancing the aesthetics and property value of those applicants selected to be a part of the program. Additionally, through a combination of Stormwater funding, Transportation funding and funding from the Florida Department of Transportation, we will complete an excess of \$12 million in Public Works projects which will address drainage needs, road resurfacing, sidewalk additions and replacement.

Maintaining the City's focus on its financial growth and stability, in FY 2022, two (2) debt obligations were paid off which will save the City over \$600,000 in interest payments over the life of those loans. Including these payoffs, the City has been able to eliminate over \$43 million in debt since 2013.

On July 1st, the property appraiser's office certified the City taxable value for FY 2023. Miami Gardens has experienced growth once again as has been the case for the last ten (10) budget cycles. Our taxable value grew from \$5.7 billion to over \$6.8 billion this year. Included in this growth is the newly annexed area which brought in an additional \$158 million. New construction in the City added approximately \$222 million, growth in the Community Redevelopment Agency (CRA) added \$87 million and growth of existing tangible property increased the taxable value by approximately \$679 million. For FY 2023, the operating millage rate is proposed to remain at 6.9363 mills for the tenth (10th) year in a row.

Taxable Value	Amount
FY 2022 Taxable Value	5,723,170,495
Total Growth (Change in Value)	1,145,785,678
FY 2023 Taxable Value	6,868,956,173



CITY OF MIAMI GARDENS

Change in Taxable Value	Amount
FY 2023 Total Growth	1,145,785,678
Annexation	157,715,969
New Construction	221,688,866
CRA Growth	86,969,328
Growth in Existing Base	679,411,515

The City of Miami Gardens Proposed Fiscal Year 2023 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 continue in this post-pandemic era, the City's proposed budget plan for Fiscal Year 2023 assures our financial future remains solid. We are committed to continued efficient growth which now means to be flexible and open to new ways of delivering the best service possible. We are cautiously optimistic about the positive turn in revenue stream, which reflects confidence in the local economy. Property values are up approximately 20% and State Shared Revenue is back to pre-pandemic levels. The City is ready for the future and will continue to find new and innovative ways to grow, adapt and remain fiscally viable.

As your City Manager, it is my belief we continue to fulfill the promises committed to our residents. The City's growth continues as economic development activities are on the rise; new projects are breaking ground and coming to fruition every single day and national and international events are coming to our City on a continuous basis. As we move the City forward together, we understand growth 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 while managing all the new changes in the horizon. It will be our energy, passion and commitment to make them proud of the City where they live, work and play.



CITY OF MIAMI GARDENS

The Fiscal Year 2023 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.

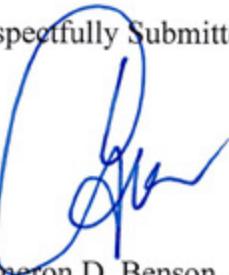
I want to thank Mayor Rodney Harris, Vice Mayor Reggie Leon, Councilwoman Shannon Campbell, Councilwoman Shannan Ighodaro, Councilwoman Linda Julien, Councilman Robert Stephens III and Councilwoman Katrina Wilson for your input and continued support regarding the initiatives of the City Administration.

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, 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 2023 Annual Budget.

Let's continue to move forward.

Respectfully Submitted,


Cameron D. Benson

City Manager



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MIAMI GARDENS



* 2020 *

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 \$6,868,956,173, an increase of 20.02% over the FY 2022 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 \$ 7.6 million from ad valorem taxes compared to FY 2022. Other revenue sources such as, Half-Cent Sales Tax, State Revenue Sharing, Utility Franchise Fees and Utility Taxes are projected to increase over pre-pandemic levels. A detailed discussion on these and other revenue sources are included below.

General Fund

Major Revenues

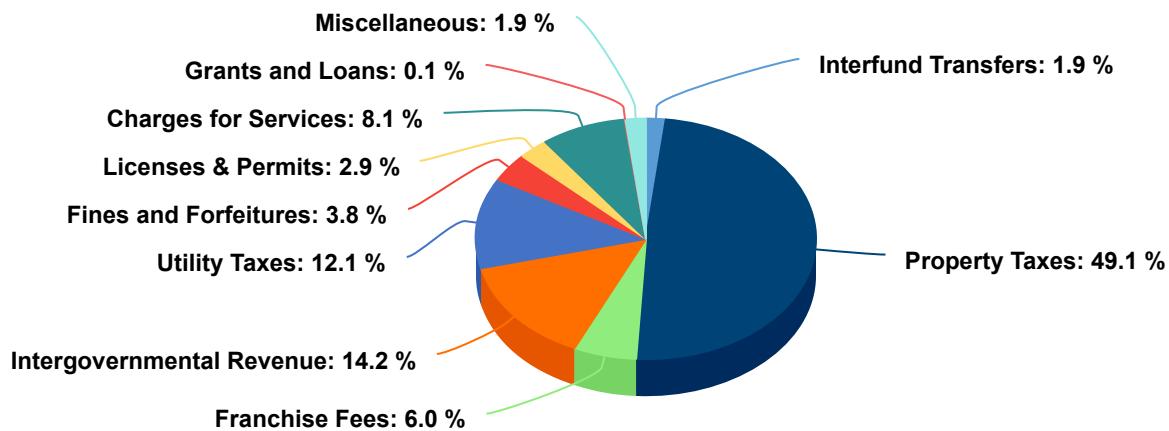
In building a budget, we usually look at revenues first. The Administration is aware of the following for FY 2023 revenue:

- **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 ten (10th) 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 2022 was \$6.87 billion. This reflects an increase of 20.02% from the FY 2022 certified taxable value. Using the new July 1 taxable value, our roll back millage rate is 6.1310 mills which would generate \$5.5 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 \$3.8 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 2023 is projected to be approximately \$4.25 million, an increase of approximately \$0.5 million over the initial FY2022 estimate.
- **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 2023 is \$11.4 million, an increase of approximately \$573,000 compared to that of FY 2022.
- **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. The State's FY 2023 forecast for the City's share of Half Cent Sales Tax revenue is \$10.2 million, an increase of approximately \$1.2 million above the FY 2022 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 \$17.8 million.

The above represents 97.9% of total General Fund Revenues. The remaining 2.1% 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 2023



Expenses

The other side of constructing a budget is expenditures. The current economic climate has affected the cost of doing business with inflationary increases affecting most, if not all, operating areas within this budget. Realizing the effects of the economy on the staff as well, the City has budgeted a 4% salary adjustment for non-union employees.

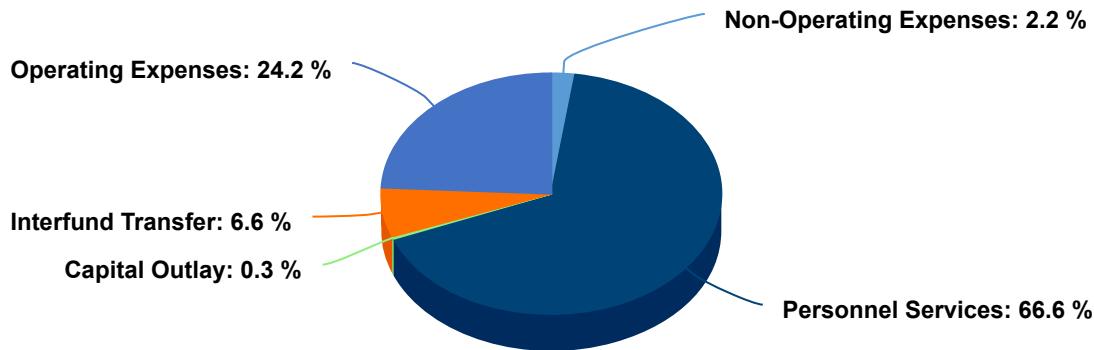
Salaries and Benefits and other highlights

In addition to the 4% salary adjustment, the FY 2023 budget includes several adjustments for salaries and benefits. Pension rates for entities within the Florida Retirement System (FRS) increased as of July 1, 2022 on average, by approximately 7.42%. Health Insurance premiums are budgeted at about 15% higher than in FY 2022. General Liability Insurance and Workers Compensation premiums also increased by approximately 14% over FY 2022.

Several General Obligation Bond (GOB) improvement projects are anticipated to be completed in FY 2023. Funding for these projects will be included for expenses such as staffing, utilities and maintenance, as well as for new positions to support the expanded operations.

Additionally, in FY 2022, the City paid off two (2) of its debt obligations; the Land Acquisition Revenue Bonds, Series 2009 and Capital Improvement Revenue Bonds, Series 2016, saving the City approximately \$600,000 in interest payments over the life of the loan and reducing the annual debt service by \$600,000 as well.

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.

Chart #2: General Fund Expenditures for FY 2023

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 2023 and the 3-cent per gallon tax allocation to the City is expected to be \$528,231 for FY 2023. Both estimates are from the State and are approximately the same as FY 2022.

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 \$0.9 million for FY 2023.

The fourth major revenue is the County's Transportation Surtax which the City will be receiving on a monthly basis in FY 2023. In FY 2021, the City received \$4.7 million and projects receipts at approximately \$4.1 million at the end of 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 2022. 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 2023 budget is balanced by utilizing approximately \$2.0 million from the CITT capital fund balance for its proposed capital projects. Staff is projecting after the above reappropriation, the CITT Capital Fund Balance will be approximately \$4.8 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 2023 are \$ 3,890,647 which represents a 2.3% decrease from the previous fiscal year.

Stormwater Utility Fund

Operation of the City of Miami Gardens Stormwater Utility was assumed from Miami-Dade County in March 2007. For FY 2023, 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 2023 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 84,700 Equivalent Residential Units (ERU's) in Miami Gardens and a projection of \$5.8 million in revenues.

Expenditures

Expenditures in the Stormwater Utility involve operations and projects. For FY 2023 these include neighborhood drainage improvements throughout the City. It includes canal cleaning, swale preservation, street cleaning and storm drain cleaning.

The FY 2023 budget is balanced by utilizing approximately \$2.0 million from fund balance. Staff is projecting after the above re-appropriation; the Stormwater Fund Balance will be approximately \$4.8 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 2023 budget includes a transfer of 5,538,662 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 2022 will automatically be carried forward to FY 2023.

Expenditures

There are currently six (6) budgeted positions for a total of 6.0 full-time equivalents in this fund; one (1) Community Improvement Director; one (1) Project Manager; one (1) Senior Projects Manager; one (1) Capital Project Coordinator; one (1) Facilities and Construction Manager; and one (1) administrative analyst.

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 2023, the City of Miami Gardens CDBG allocation from HUD, for the program year will be \$1,085,063.

Projects and programs in the CDBG Fund are based on the priorities established by the 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.



MIAMI GARDENS



* 2020 *

OVERVIEW OF THE CITY

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 NW 57 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 predominantly 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



Bunche Park



Senior Family Center

Quick City Facts

Number of Residents	112,508
African-American	69.60%
Hispanic	28.30%
White	2.50%

Number of Schools

Elementary	16
Middle	4
High School	2
Opportunity Education	1

Colleges/Universities

St. Thomas University	1
Sullivan and Cogliano Training Center	1
Florida Memorial University	1

Number of Budgeted City Employees

Total F.T.E. regular positions	639.25
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City of Miami Gardens Police

Number of budgeted positions	304
Vehicular patrol units	260

Public Works

Miles of streets	369.24
Miles of canal	27

Parks and Recreations

Number of Parks	21
Playgrounds in City Parks	14
Number of City Pools	3
Tennis courts	12
Basketball courts	20
Football/Soccer fields	7

Special Recreational Facilities

Hard Rock Stadium
Calder Casino and Race Track

Libraries (County)

North Dade Regional	1
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City of Miami Gardens, Florida

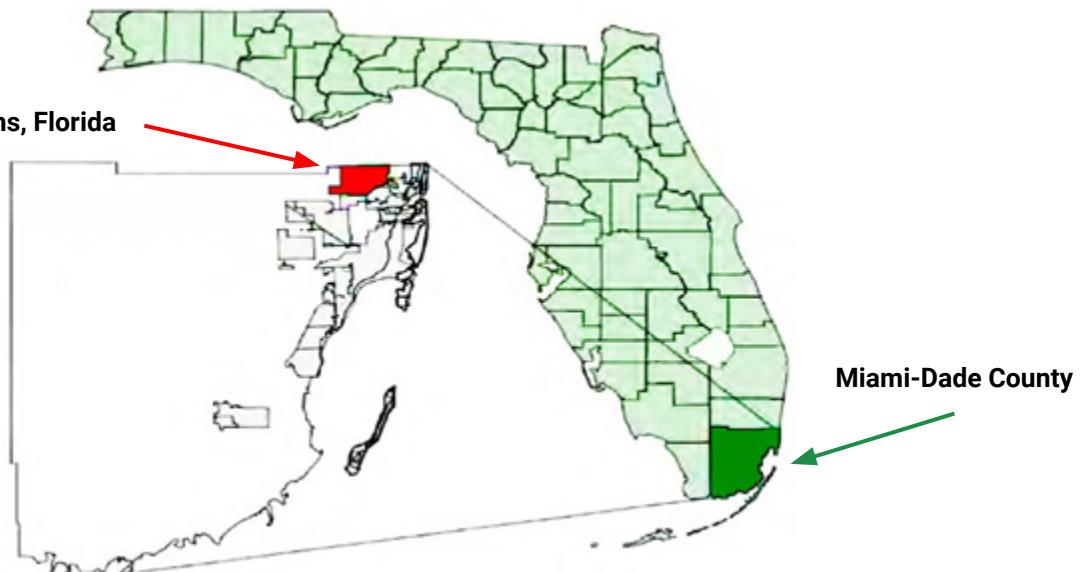


Image: Map of Florida with Miami-Dade County highlighted & City of Miami Gardens highlighted

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)

Year	Population	Actual Growth Rate
2000	100,809	
2005	105,141	4.30%
2010	109,730	4.36%
2015	109,951	0.20%
2020	114,363	4.01%
2025	118,938	4.00%
2030	123,695	4.00%

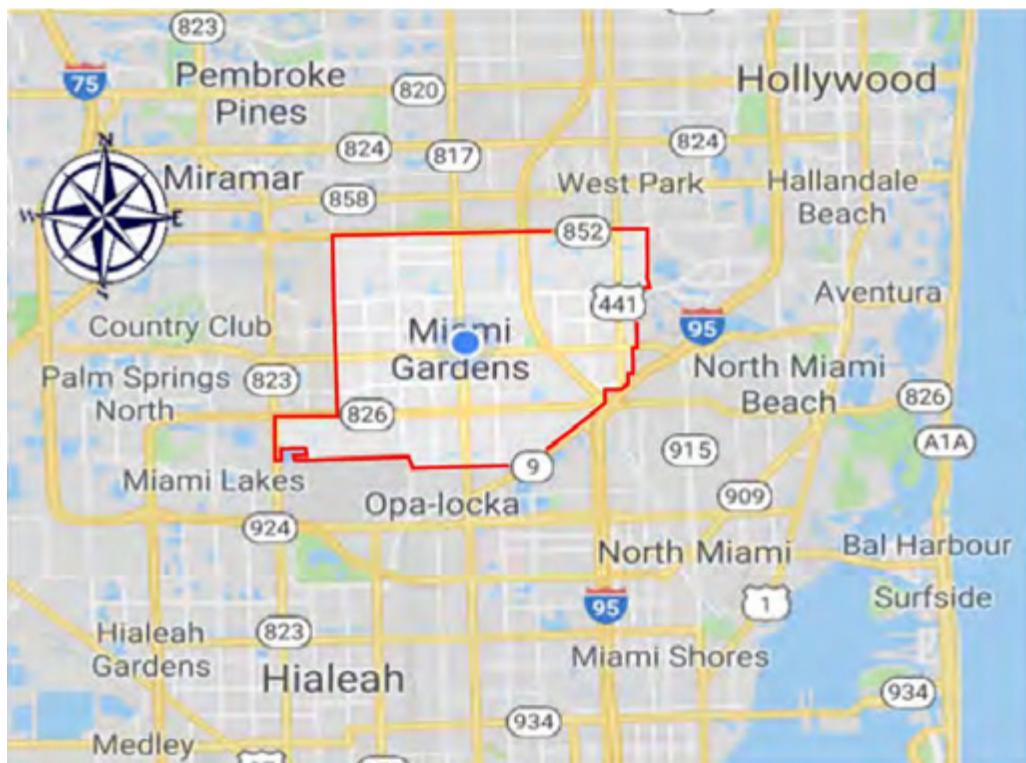
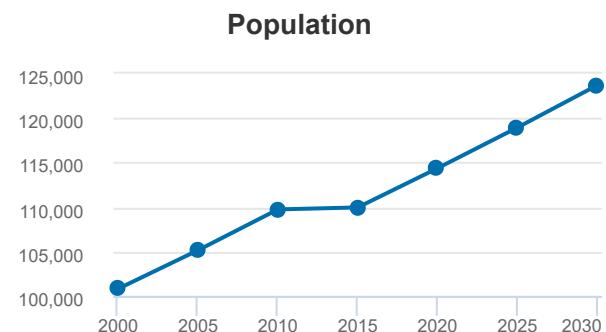


Image: Map of Miami Gardens, Florida

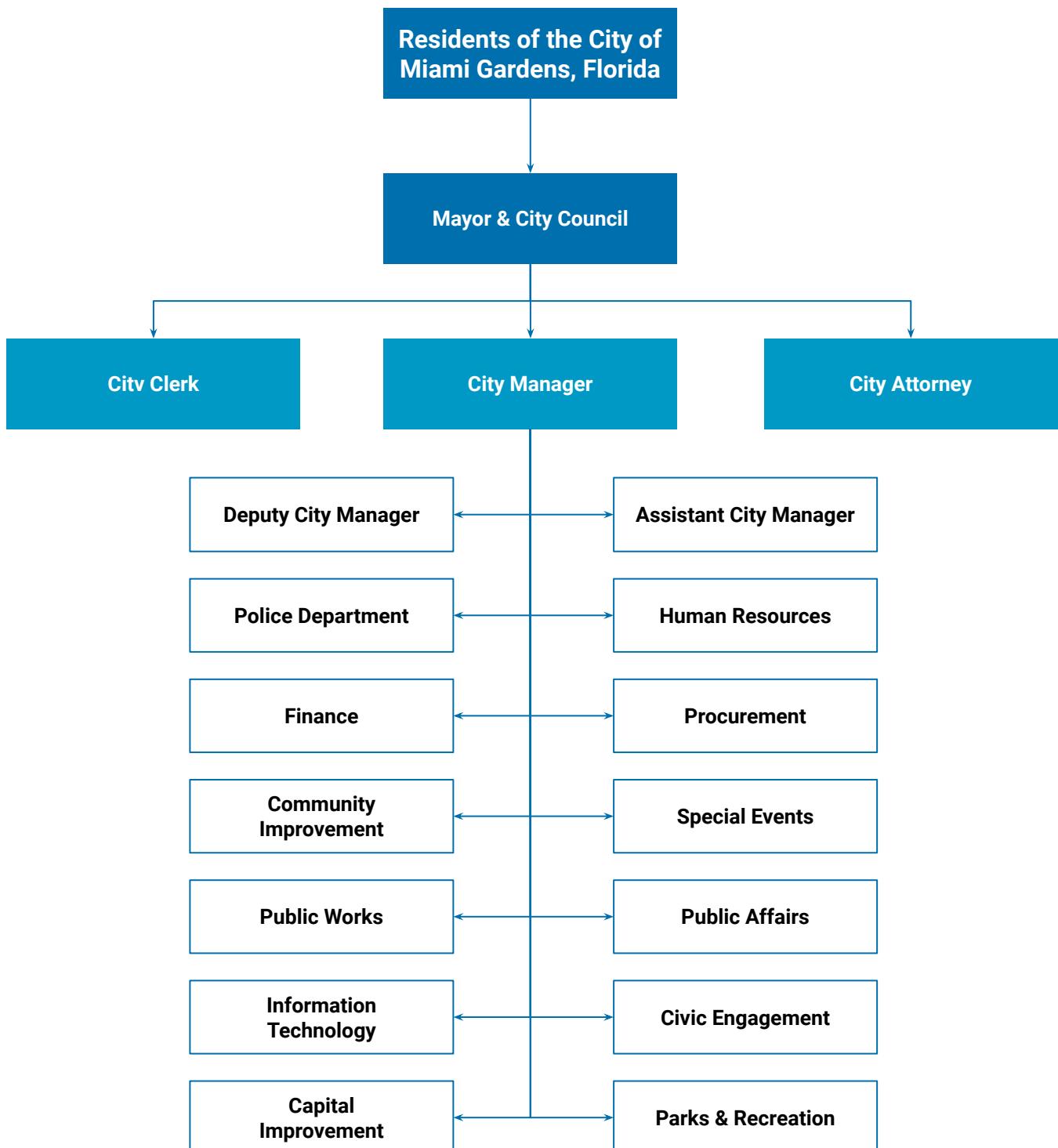
Structure Of The Government Body

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 singlemember, 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.



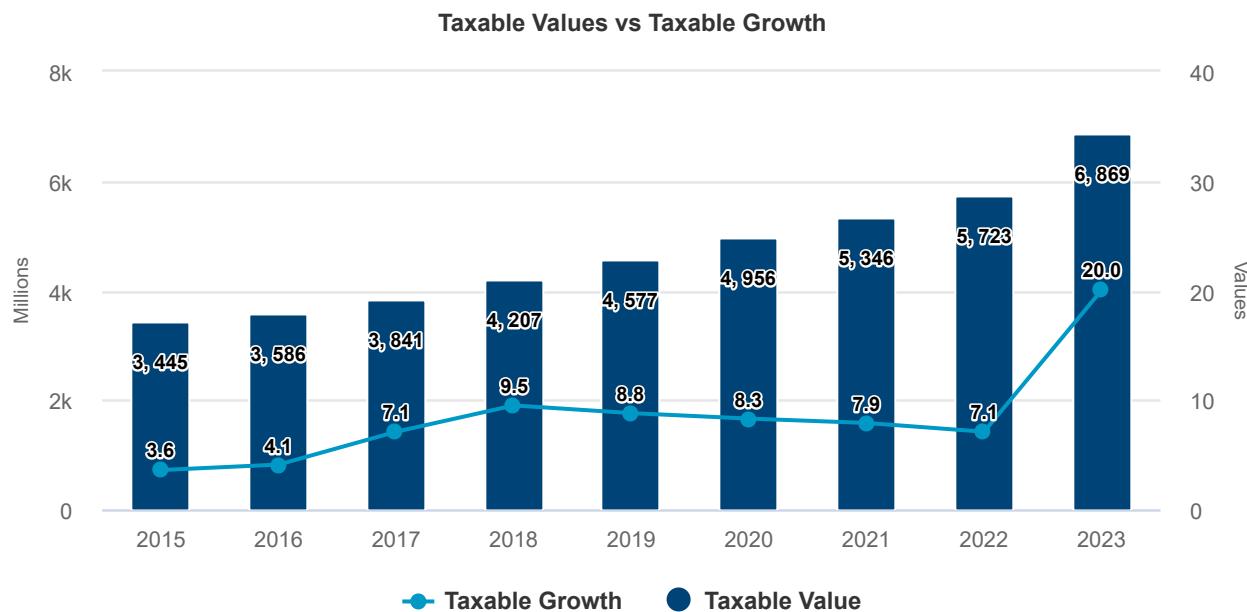
Image: City of Miami Gardens Complex with Flags waving in front

City of Miami Gardens Organizational Chart



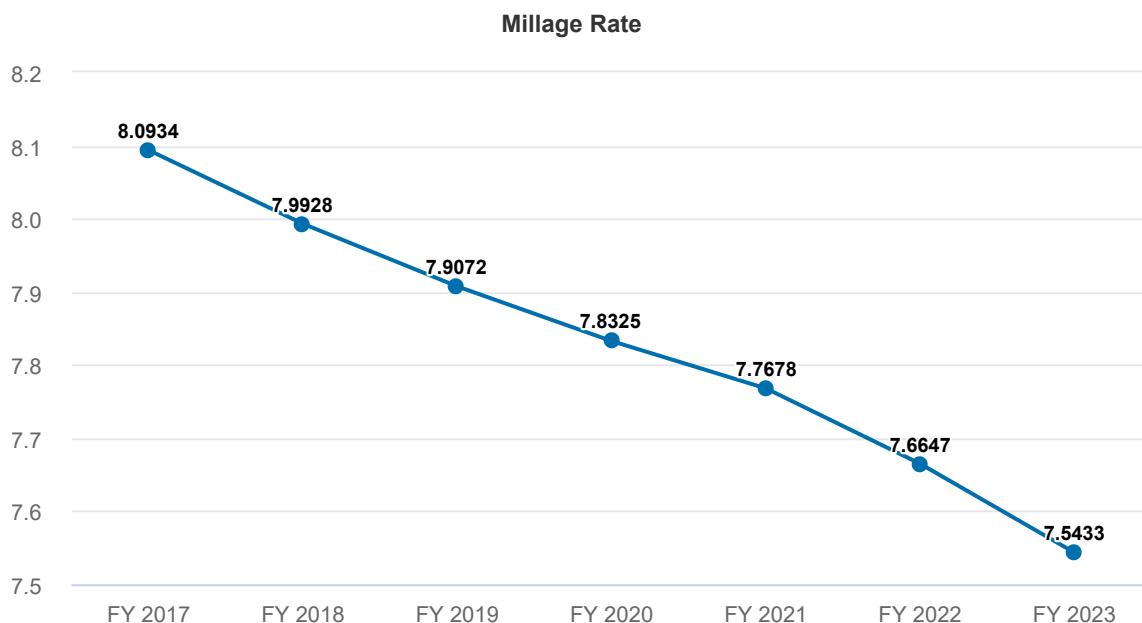
Assessed Value and Millage Data

For Fiscal Year 2023, 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 2022 (FY 2023) is \$6,868,956,173, which is a net increase of \$1,145,785,678 or 20.02% compared to last year's final gross taxable value of \$5,723,170,495. 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 0.6070 mills for FY23.





MIAMI GARDENS



* 2020 *

INTRODUCTION

Budget Calendar

February	2/28/22	Budget Prep Manual Distributed to Departments
	3/10/22	Organizational Charts for FY 2023 due to Finance
March	3/14-18/22	Organization Charts reviewed by Deputy City Manager /Assistant City Manager
	3/28/22	Deadline for same level service budget submissions
		Deadline for Mission Statement; Accomplishments, Goals and Objectives; and Performance Measures
	3/28 - 4/22/22	Finance review of departmental submittals
April	4/1/21	Deadline to submit Program Modification forms to Finance electronically
	4/28/22	Departmental budgets submitted to DM for review
May	5/19/22	Budget Planning meeting with CM
June	6/1/22	Property Appraiser provides preliminary taxable value
	6/13-16/21	Departmental meetings with CM/DCM/ACM
		Finance updates budget with DC/ACM submittals
	6/22/22	FY 2023 First Budget Workshop
	6/27 - 7/1/22	Preliminary balancing of Proposed budget Finance prepares proposed budget summary for workshop
July	7/1/22	Property Appraiser certifies Taxable Value
	7/14/22	Distribution of proposed budget and Council Workshop
	7/27/22	FY 2023 Second Budget Workshop Council considers FY 2023 budget and sets "not to exceed" millage rate for certification to Property Appraiser
August	8/1/22	Notification to Property Appraiser of Proposed Millage Rate, Rollback Rate and, Time and Place of Public Hearings
September	9/8/22	Proposed Budget available to the Public
	9/14/22	First Public Hearing; adoption of tentative millage rate at 5:01 p.m.
	9/23/22	Advertise Final Public Hearing
	9/28/22	Final Public Hearing; adoption of tentative millage rate at 5:01 p.m.
October	10/1/22	First Day of Fiscal Year 2023

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 27, 2022 budget workshop.

The Adoption Phase

At their July 27, 2022 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 14th and September 28th.

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 14, 2022. 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 28, 2022. 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 1st of each year.

Budget Summary

FY2022- 2023 Proposed Operating

The City's Adopted Operating Budget for FY 2022-2023: \$143,993,685

The City's Operating Budget is comprised of two (2) major types of funds: Governmental Funds and Enterprise Fund. Within the Governmental Fund is the General Fund and six (6) Special Revenue Funds, Debt Service Fund and Capital Projects Fund.

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.

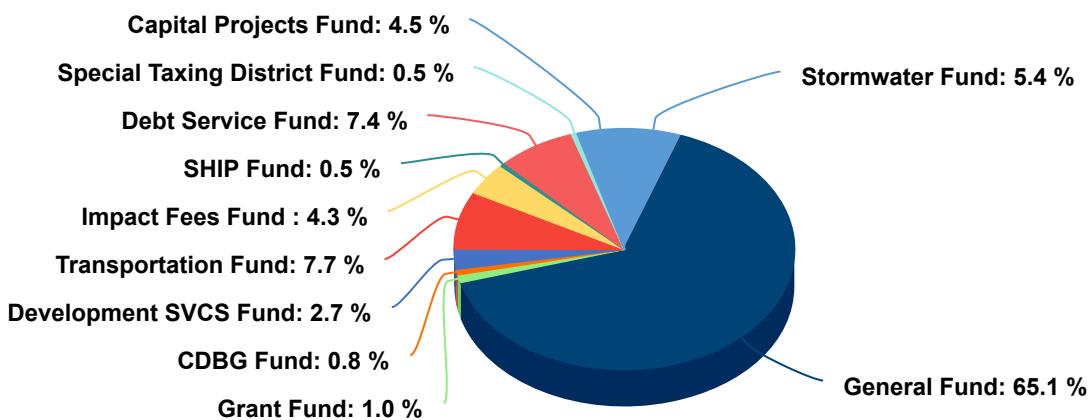
Special Taxing District Fund: account for revenues and expenditures of the City's special taxing district program which include funding for lighting and maintenance.

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

Capital Projects 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.

Citywide Revenues By Fund For Fy 2022-2023



Staff Structure

Full-Time Equivalent (FTE) Positions By Fund And Department

	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23
GENERAL FUND						
Legislative	8.00	8.00	8.00	6.00	8.00	9.00 ⁽¹⁾
City Manager	9.00	9.00	8.75	7.00	7.00	8.50 ⁽²⁾
Civic Engagement	-	-	2.00	2.00	2.00	2.00
Public Affairs	3.00	5.00	7.10	8.40	7.60	7.60
City Clerk	4.00	4.00	4.00	4.00	4.00	4.00
City Attorney	3.00	3.00	3.00	3.00	4.00	4.50 ⁽³⁾
Human Resources	8.30	8.90	8.60	8.60	8.60	8.80 ⁽⁴⁾
Finance	9.00	9.00	11.50	11.50	11.50	12.00 ⁽⁵⁾
Planning & Zoning	4.10	6.80	6.00	6.80	7.80	8.10 ⁽⁶⁾
City Hall Maintenance	5.10	4.10	2.00	2.00	2.00	2.00
Code Enforcement	22.00	22.00	22.00	21.70	21.70	23.50 ⁽⁷⁾
Law Enforcement	304.40	306.40	309.40	308.15	317.15	319.85 ⁽⁸⁾
Parks & Recreation	80.04	86.35	120.85	121.25	130.25	120.80 ⁽⁹⁾
Procurement Services	5.00	5.00	5.00	5.00	5.00	5.00
Information Services	10.00	10.00	10.50	10.50	10.50	10.50
Fleet	3.00	3.00	2.00	2.00	2.00	2.00
GENERAL FUND	477.94	490.55	530.70	527.90	549.10	548.15
TRANSPORTATION FUND						
Administrative Division	4.00	4.00	4.25	4.25	4.25	4.00
KMGB Program Division	2.00	2.00	2.00	2.00	2.00	2.00
Streets Division	24.95	24.95	24.95	25.45	25.45	25.45
CITT- Capital Division	2.00	2.00	2.00	2.00	2.00	3.00 ⁽¹⁰⁾
CITT- Transit Division	3.00	3.00	3.00	3.00	3.00	3.00
TRANSPORTATION FUND	35.95	35.95	36.20	36.70	36.70	37.45
DEVELOPMENT SVCS. FUND						
Building Services	15.70	18.80	19.25	20.45	21.25	22.10 ⁽¹¹⁾
DEVELOPMENT SVCS. FUND	15.70	18.80	19.25	20.45	21.25	22.10
CDBG & SHIP FUNDS						
Community Development	5.00	4.00	4.20	4.20	2.20	1.50 ⁽¹²⁾
CDBG & SHIP FUNDS	5.00	4.00	4.20	4.20	2.20	1.50
CAPITAL PROJECTS FUND						
CIP Administration	3.00	4.00	5.70	5.70	5.70	6.00 ⁽¹³⁾
CAPITAL PROJECTS FUND	3.00	4.00	5.70	5.70	5.70	6.00
STORMWATER FUND						
Stormwater Utility Division	11.95	12.95	12.95	13.15	13.15	13.15
STORMWATER FUND	11.95	12.95	12.95	13.15	13.15	13.15
GRANT FUND						
Live Healthy Miami Gardens	1.00	1.00	2.80	2.80	2.80	3.00 ⁽¹⁴⁾
Parks & Recreation	-	-	22.40	16.80	16.80	7.90 ⁽¹⁵⁾
GRANT FUND	1.00	1.00	25.20	19.60	19.60	10.90
TOTAL CITY POSITIONS	550.54	567.25	634.20	627.70	647.70	639.25

CHART NOTES

⁽¹⁾ Addition of one (1) Legislative Analyst/Assistant To City Council Member ⁽⁹⁾ Elimination of various positions due to restructure within the position Department

⁽²⁾ Addition of Economic Development Representative position; Asst to City ⁽¹⁰⁾ Addition of a Traffic Engineer position Manager is split 50/50 with CDBG program

⁽³⁾ Reflects Intern position

⁽¹¹⁾ Addition of part-time Receptionist; Comm Improvement Director no longer split with Code Enf Department

⁽⁴⁾ Recruiter position upgraded to full-time status ⁽¹²⁾ Elimination of positions due to restructure within the Department

⁽⁵⁾ Administrative Assistant no longer split with Community Improvement ⁽¹³⁾ Addition of full-time Administrative Analyst; Comm Improvement Department Director no longer split with Code Enf, P & Z, Building Svcs and Comm Dev

⁽⁶⁾ Intern (PT) position reclassified to Site Planner (FT); Comm Improvement ⁽¹⁴⁾ Administrative Assistant position upgraded to full-time status Director no longer split with P & Z

⁽⁷⁾ Addition of one (1) Code Enf Officer and one (1) Business Inspector; Comm ⁽¹⁵⁾ Children's Svcs- YEN program not funded for FY23 Improvement Director no longer split with Code Enf Department

⁽⁸⁾ Addition of two (2) part-time Detention Officers and one (1) Diversion Coordinator

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.

1. 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.

Fund Structure Table

Fiscal Year 2023 Proposed Budget		
\$143,993,685		
	001	General Fund
		\$93,797,497
Governmental Funds	100	Transportation Fund
\$136,170,427		\$11,108,940
	102	Grant Fund
		\$1,501,941
	103	SHIP Fund
		\$748,689
	104	CDBG Fund
		\$1,085,063
	105	Development Services Fund
		\$3,890,647
	110-112	Impact Fees Fund
		\$6,263,665
	121-147	Special Taxing Districts Fund
		\$746,604
	201	Debt Service Fund
		\$10,595,842
	300	Capital Projects Fund
		\$6,431,539
Enterprise Fund	401	Stormwater Fund
\$7,823,258		\$7,823,258

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.
5. Contractual obligations and compensation plans for employees will be provided, including estimated pay-out amounts for accrued personal leave.
6. Capital for major improvements and automation of services will be based on multiple-year planning and cost benefit analysis.
7. 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.
8. 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.

1. 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.

2. 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.

3. 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 incorporates contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements.

4. 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.

5. 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	
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 undepreciated 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 % when applicable an administrative fee to the General Fund for administration and accounting for such projects.

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 mediumterm (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 shortterm 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 governments have joined together to issue debt to gain economies of scale to reduce issuance costs and to obtain better interest rates.

- 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.

MEASURES OF FUTURE FLEXIBILITY

Description	Ceilings
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:

- Debt Program Targets and
- 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 54^{AA} 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

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 8038B.
- 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

1. 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.

2. 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:

- a. 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").
- b. The City Attorney shall provide descriptions of material litigation to Disclosure Counsel and, if requested in writing, to Underwriter's Counsel.
- c. 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.
- d. 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.
- e. 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.
- f. 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.

g. 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.

3. 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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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.

9. General Principles

- a. 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.
- b. 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.
- c. 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.
- d. 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.
- e. 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.
- f. 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:

1. The institutional and broker qualification as they relate to both general and specific product knowledge;
2. The technical support capabilities as well as the operations efficiency of the organization;
3. The ability to provide value added services;
4. Pricing competitiveness based on the ability of the dealer to support both the "bid" and "ask" side of various securities market instruments.
5. The financial strength and security of the company; and
6. 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:

1. 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.
2. 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.
3. Written documentation and/or confirmation of telephone transactions and wire transfers will be maintained.
4. There will be adequate separation of duties with clear delegation of authority among investment personnel.
5. Custodial safekeeping shall be properly utilized.
6. Investment review and performance reporting, interim and annual, shall be done by the Finance Director and reviewed by the City Manager.
7. 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.
8. There will be an avoidance of bearer-form securities.
9. There will be no physical delivery of securities, except certificates of deposit, which will be maintained in a safe in an approved financial institution.
10. There will be a prohibition of collusion.

- 11.** A wire transfer agreement with the custodial bank outlining the various controls and security provisions for making and receiving wire transfers shall be executed.
- 12.** Quarterly safekeeping account statements shall be maintained.
- 13.** Transaction confirmations will be received from the financial institution or securities dealer awarded the investment and maintained as investment document.
- 14.** Periodic training and educational opportunities will be provided and made available concerning investments and related subjects for appropriate personnel.
- 15.** 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.
- 16.** The following personnel are designated by the City Manager as having authority to initiate all investment activities.
 - a. Finance Director
 - b. Chief Staff Accountant responsible for overseeing investment record keeping (if one is appointed).
- 17.** Additional controls will be established in written policies and procedures by the City Manager as needed.
- 18.** 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 Agricultural 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.

1. **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.

2. **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.
3. **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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MIAMI GARDENS



* 2020 *

SUMMARY OF FUNDS

Summary of All Funds	
Consolidated Budget Summary FY 2023	
Description	FY 2023 Budget
RE-APPROPRIATE FUND BALANCE - ALL FUNDS	\$12,468,267
REVENUES - ALL FUNDS	
Property Taxes	\$49,973,868
Franchise Fees	\$5,601,750
Intergovernmental Revenue	\$19,344,946
Utility Taxes	\$11,383,922
Fuel Taxes	\$1,993,498
Fines and Forfeitures	\$3,608,250
Licenses, Permits & Fees	\$6,257,600
Charges for Services	\$13,823,370
Grants and Loans	\$2,183,902
Miscellaneous	\$3,211,483
Interfund Transfers	\$14,142,829
TOTAL REVENUES - ALL FUNDS	\$131,525,418
TOTAL RESOURCES AVAILABLE - ALL FUNDS	\$143,993,685
EXPENDITURES - ALL FUNDS	
Operating Expenditures	
Personnel Services	\$70,582,009
Operating Expenses	\$28,918,987
Debt Service Payment	\$11,142,881
Interfund Transfers	\$14,246,623
Non-Operating Expenses	\$9,112,965
TOTAL OPERATING EXPENDITURES - ALL FUNDS	\$134,003,465
Capital Outlay	\$9,990,220
TOTAL EXPENDITURES - ALL FUNDS	\$143,993,685
TOTAL REVENUE OVER EXPENDITURES	\$-

Summary of Funds	
General Fund Budget Summary FY 2023	
DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - GENERAL FUND	
Property Taxes	\$46,012,884
Franchise Fees	\$5,601,750
Intergovernmental Revenue	\$13,297,929
Utility Taxes	\$11,383,922
Fines and Forfeitures	\$3,605,450
Licenses, Permits & Fees	\$2,676,000
Charges for Services	\$7,592,347
Grants & Loans	\$68,000
Miscellaneous	\$1,811,647
Interfund Transfers	\$1,747,568
TOTAL REVENUES	\$93,797,497
TOTAL RESOURCES AVAILABLE - GENERAL FUND	\$93,797,497
EXPENDITURES - GENERAL FUND	
Council/Legislative	\$1,618,825
Civic Engagement	\$296,682
City Manager	\$1,939,851
Public Affairs	\$1,002,440
Special Events	\$4,268,000
City Clerk	\$697,345
Finance	\$1,535,183
Human Resources	\$1,379,451
City Attorney	\$1,153,011
Planning Division	\$924,976
School Crossing Guards	\$724,469
Police	\$44,366,005
Code Enforcement	\$2,164,704
Parks & Recreation	\$11,010,886
Procurement	\$611,576
Information Technology	\$3,231,705
Fleet	\$3,749,426
City Hall Maintenance	\$937,078
Non-Departmental	\$12,185,884
TOTAL EXPENDITURES	\$93,797,497
TOTAL REVENUE OVER EXPENDITURES GENERAL FUND	\$-

Summary of Funds	
Transportation Fund Budget Summary FY 2023	
Description	FY 2023 Budget
RE-APPROPRIATE FUND BALANCE	\$3,361,475
REVENUES - TRANSPORTATION FUND	
Fuel Taxes	\$1,993,498
Intergovernmental Revenue	\$5,232,526
Fines and Forfeitures	\$2,800
Licenses, Permits & Fees	\$202,000
Charges for Services	\$30,000
Miscellaneous Revenues	\$64,900
Interfund Transfers	\$221,741
TOTAL REVENUES	\$7,747,465
TOTAL RESOURCES AVAILABLE - TRANSPORTATION FUND	\$11,108,940
EXPENDITURES - TRANSPORTATION FUND	
Administration Division	\$2,002,967
Keep Miami Gardens Beautiful Division	\$224,833
Streets Division	\$2,332,870
CTT- Capital Improvements	\$4,608,444
CTT- Transit	\$1,939,826
TOTAL EXPENDITURES	\$11,108,940
TOTAL REVENUE OVER EXPENDITURES TRANSPORTATION FUND	\$-

Summary of Funds

Grant Fund Summary FY 2023

DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - GRANT FUND	
CDC Reach Rise Grant	\$1,219,791
Children's Trust Grant	\$282,150
TOTAL REVENUES	\$1,501,941
TOTAL FUNDS AVAILABLE - GRANT FUND	\$1,501,941
EXPENDITURES - GRANT FUND	
CDC Reach Rise	\$1,219,791
Children's Trust- YAS	\$282,150
TOTAL EXPENDITURES	\$1,501,941
TOTAL REVENUE OVER EXPENDITURES GRANT FUND	\$-

Summary of Funds	
Development Services Fund Budget Summary FY 2023	
DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$873,353
REVENUES - DEVELOPMENT SERVICES FUND	
Licenses, Permits & Fees	\$2,597,996
Charges for Services	\$407,539
Miscellaneous Revenues	\$11,759
TOTAL REVENUES	\$3,017,294
TOTAL FUNDS AVAILABLE - DEVELOPMENT SERVICES FUND	\$3,890,647
EXPENDITURES - DEVELOPMENT SERVICES FUND	
Building Department	\$3,890,647
TOTAL EXPENDITURES	\$3,890,647
TOTAL REVENUE OVER EXPENDITURES DEVELOPMENT SERVICES FUND	\$-

Summary of Funds	
Impact Fees Fund Summary FY 2023	
DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$6,263,665
TOTAL FUNDS AVAILABLE - DEBT SERVICE FUND	\$6,263,665
EXPENDITURES - IMPACT FEES FUND	
Open Space/Parks Impact Fees	\$4,276,320
Police Impact Fees	\$1,703,489
Admin. Impact Fees	\$283,856
TOTAL EXPENDITURES	\$6,263,665
TOTAL REVENUE OVER EXPENDITURES DEBT SERVICE FUND	\$-

Summary of Funds	
SHIP Fund Summary FY 2023	
DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - SHIP FUND	
State Housing Initiative Program Revenue	\$748,689
TOTAL REVENUES	\$748,689
TOTAL FUNDS AVAILABLE - SHIP FUND	\$748,689
EXPENDITURES - SHIP FUND	
State Housing Initiative Program	\$748,689
TOTAL EXPENDITURES	\$748,689
TOTAL REVENUE OVER EXPENDITURES SHIP FUND	\$-

Summary of Funds	
CDBG Fund Summary FY 2023	
DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES-CDBG FUND	\$1,085,063
Community Development Block Grant Revenue	\$1,085,063
TOTAL REVENUES	\$1,085,063
TOTAL FUNDS AVAILABLE - CDBG FUND	\$1,085,063
EXPENDITURES - CDBG FUND	\$-
Community Development Block Grant Program	\$1,085,063
TOTAL EXPENDITURES	\$1,085,063
TOTAL REVENUE OVER EXPENDITURES CDBG FUND	\$-

Summary of Funds	
Special Taxing Districts Fund Summary FY 2023	
DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - SPECIAL REVENUE FUND	
Special Lighting Districts Revenue	\$746,604
TOTAL REVENUES	\$746,604
TOTAL FUNDS AVAILABLE - SPECIAL LIGHTING FUND	\$746,604
EXPENDITURES - SPECIAL REVENUE FUND	
Special Lighting Districts Expenditures	\$746,604
TOTAL EXPENDITURES	\$746,604
TOTAL REVENUE OVER EXPENDITURES SPECIAL TAXING DISTRICT FUND	\$-

Summary of Funds

Debt Service Fund Summary FY 2023

DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - DEBT SERVICE FUND	
Ad Valorem Taxes	\$3,960,984
Transfers In	\$6,634,858
TOTAL REVENUES	\$10,595,842
TOTAL FUNDS AVAILABLE - DEBT SERVICE FUND	\$10,595,842
EXPENDITURES - DEBT SERVICE FUND	
Principal and Interest Payments	\$10,595,842
TOTAL EXPENDITURES	\$10,595,842
TOTAL REVENUE OVER EXPENDITURES DEBT SERVICE FUND	\$-

Summary of Funds	
Capital Projects Fund Summary FY 2023	
DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$-
REVENUES - CIP FUND	
From General Fund	\$5,538,662
Build America Bonds Rebate	\$892,877
TOTAL REVENUES	\$6,431,539
TOTAL FUNDS AVAILABLE - CAPITAL PROJECTS FUND	\$6,431,539
EXPENDITURES - CIP FUND	
Capital Projects Operations	\$6,431,539
TOTAL EXPENDITURES	\$6,431,539
TOTAL REVENUE OVER EXPENDITURES CAPITAL PROJECTS FUND	\$-

Summary of Funds	
Stormwater Fund Summary FY 2023	
DESCRIPTION	FY 2023 BUDGET
RE-APPROPRIATE FUND BALANCE	\$1,969,774
REVENUES - STORMWATER FUND	
Charges for Services	\$5,793,484
Licenses, Permits & Fees	\$35,000
Miscellaneous Revenues	\$25,000
TOTAL REVENUES	\$5,853,484
TOTAL FUNDS AVAILABLE - STORMWATER FUND	\$7,823,258
EXPENDITURES - STORMWATER FUND	
Stormwater Operating Division	\$3,371,320
Engineering Services Division	\$4,451,938
TOTAL EXPENDITURES	\$7,823,258
TOTAL REVENUE OVER EXPENDITURES STORMWATER FUND	\$-



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MIAMI GARDENS



* 2020 *

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 2022	BUDGET FY 2023	% Change
Property Taxes	\$42,423,014	\$49,973,868	17.80% ⁽¹⁾
Franchise Fees	\$4,935,000	\$5,601,750	13.50% ⁽²⁾
Intergovernmental Revenue	\$19,253,268	\$19,344,946	0.50%
Utility Taxes	\$10,810,861	\$11,383,922	5.30%
Fuel Taxes	\$2,132,724	\$1,993,498	(6.50%)
Fines and Forfeitures	\$4,186,395	\$3,608,250	(13.80%) ⁽³⁾
Licenses & Permits	\$6,142,492	\$6,257,600	1.90%
Charges for Services	\$13,619,315	\$13,823,370	1.50%
Grants/Loans	\$5,426,117	\$3,809,180	(29.80%) ⁽⁴⁾
Miscellaneous Revenues	\$785,681	\$1,586,205	101.90% ⁽⁵⁾
Interfund Transfers	\$15,826,727	\$14,142,829	(10.60%)
Re-appropriated Fund Balance	\$11,640,395	\$12,468,267	7.10%
TOTAL OPERATING REVENUES	\$137,181,989	\$143,993,685	5.00%

CHART NOTES

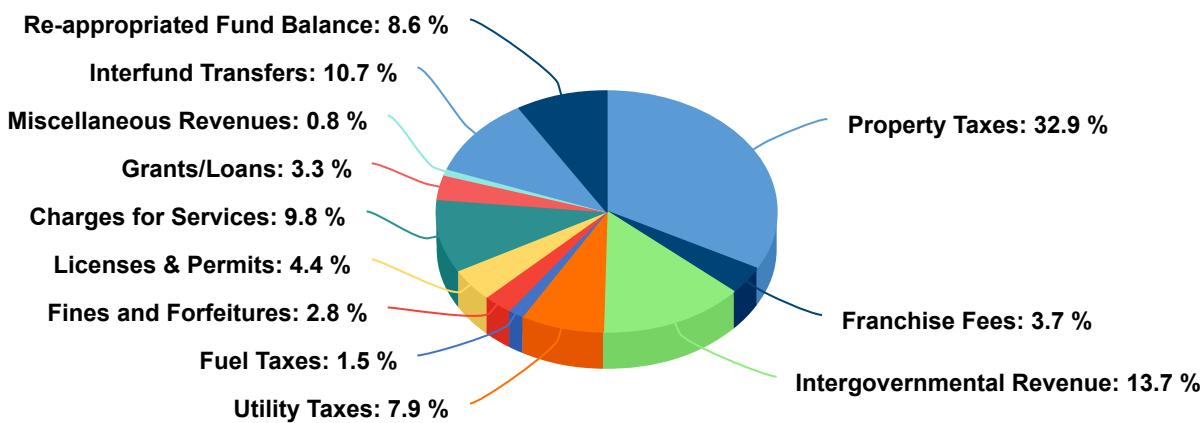
⁽¹⁾ Increase is attributed to growth in the City's taxable value

⁽²⁾ Attributed to increase in Electric Franchise Fees revenues

⁽³⁾ Decrease in revenues from Red Light Camera fines due to several cameras being offline

⁽⁴⁾ Children's Services Trust- YEN program not funded for FY23

All Funds: Revenue by Source for FY 2022-2023



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.

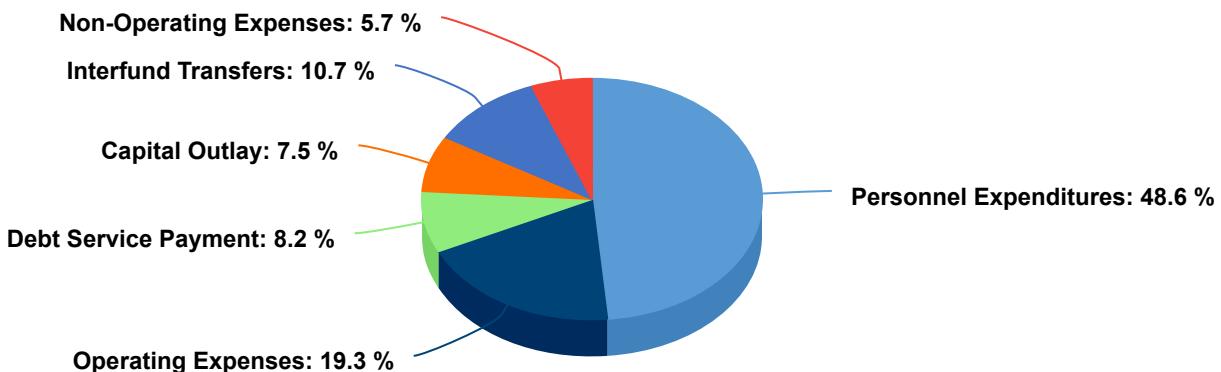
All Funds Summary with Year-to-Year Changes by Expenditure Class

All Funds Expenditures	Budget FY 2022	Budget FY 2023	% Change
Personnel Expenditures	\$65,965,569	\$70,582,009	7.00% ⁽¹⁾
Operating Expenses	\$25,350,900	\$28,918,987	14.10% ⁽²⁾
Debt Service Payment	\$11,878,664	\$11,142,881	(6.20%)
Capital Outlay	\$11,161,673	\$9,990,220	(10.50%) ⁽³⁾
Interfund Transfers	\$15,826,725	\$14,246,623	(10.00%)
Non-Operating Expenses	\$6,998,457	\$9,112,965	30.20%
TOTAL OPERATING EXPENDITURES	\$137,181,988	\$143,993,685	5.00%

CHART NOTES

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

All Funds: Expenditure by Use for FY 2022-2023



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 2022	Budget FY 2023	% Change
Council/Legislative	\$1,537,103	\$1,618,825	5.32%
Civic Engagement	\$358,227	\$296,682	(17.18%)
City Manager	\$2,177,711	\$3,159,642	45.09% ⁽¹⁾
Public Affairs	\$934,096	\$1,002,440	7.32%
Special Events	\$3,887,500	\$4,268,000	9.79%
City Clerk	\$643,571	\$697,345	8.36%
Finance	\$1,377,123	\$1,535,183	11.48%
Human Resources	\$1,305,828	\$1,379,451	5.64%
City Attorney	\$1,060,280	\$1,153,011	8.75%
Public Safety	\$42,522,012	\$45,090,474	6.04%
Code Enforcement	\$1,811,190	\$2,164,704	19.52% ⁽²⁾
Parks & Recreation	\$10,042,094	\$11,293,036	12.46% ⁽³⁾
Information Technology	\$2,911,883	\$3,231,705	10.98%
Procurement	\$551,626	\$611,576	10.87%
Public Works			
Fleet Management Division	\$2,875,372	\$3,749,426	30.40% ⁽⁴⁾
City Hall Maintenance Division	\$808,299	\$937,078	15.93%
Transportation Division	\$11,809,828	\$11,108,940	(5.93%)
Stormwater Division	\$7,711,313	\$7,823,258	1.45%
Planning & Zoning	\$935,513	\$924,976	(1.13%)
Building Services	\$3,980,495	\$3,890,647	(2.26%)
Community Development	\$1,591,097	\$1,833,752	15.25% ⁽⁵⁾
Capital Improvement	\$7,547,287	\$6,431,539	(14.78%)
Non-Departmental			
General Administration	\$12,129,063	\$12,185,884	0.47%
Debt Service	\$11,246,333	\$10,595,842	(5.78%)
Special Taxing District	\$739,160	\$746,604	1.01%
Impact Fees Fund	\$4,687,984	\$6,263,665	33.61%
TOTAL OPERATING EXPENSES	\$137,181,988	\$143,993,685	4.97%

CHART NOTES

⁽¹⁾ Addition of Economic Development Representative position; Asst to City Mgr- Communication now charged to CM Office; funding for new Strategic Plan

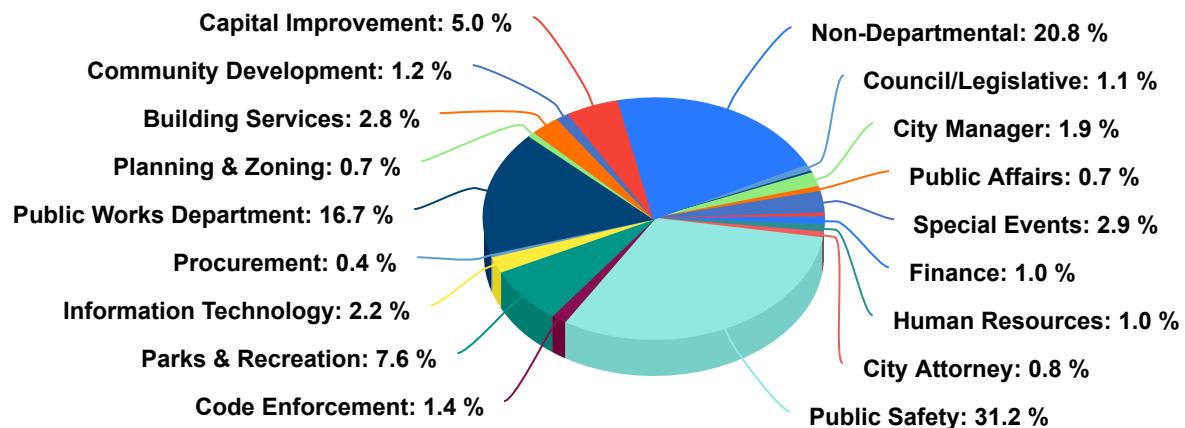
⁽²⁾ Addition of two (2) new positions due to annexation

⁽³⁾ Attributed to restructure within the department

⁽⁴⁾ Attributed to increase in funding for operating expenses such as maintenance and fuel

⁽⁵⁾ Increase in SHIP allocation for FY23 program year

All Funds: Expenses by Department for FY 2022-2023



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. Changes

General Fund Revenues by Source with Year-to-Year Changes

Revenues	Budget FY 2022	Budget FY 2023	% Change
Property Taxes	\$38,462,746	\$46,012,884	19.60% ⁽¹⁾
Franchise Fees	\$4,935,000	\$5,601,750	13.50% ⁽²⁾
Intergovernmental Revenue	\$13,035,179	\$13,297,929	2.00%
Utility Taxes	\$10,810,861	\$11,383,922	5.30%
Fines and Forfeitures	\$4,183,595	\$3,605,450	(13.80%) ⁽³⁾
Licenses, Fees & Permits	\$2,780,500	\$2,676,000	(3.80%)
Charges for Services	\$7,677,347	\$7,592,347	(1.10%)
Grants/Loans	\$64,971	\$68,000	4.70%
Miscellaneous	\$3,121,647	\$1,811,647	(42.00%) ⁽⁴⁾
Interfund Transfers	\$1,696,668	\$1,747,568	3.00%
TOTAL OPERATING REVENUES	\$86,768,514	\$93,797,497	8.10%

CHART NOTES

⁽¹⁾ Increase is attributed to 20.0% growth in taxable value for FY 2023

⁽²⁾ Increase in estimate for Electric Franchise fees

⁽³⁾ Decrease in revenues from Red Light Camera fines due to several cameras being offline

⁽⁴⁾ Anticipated decrease in various Miscellaneous revenues

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 2022	Budget FY 2023	% Change
Council/Legislative	\$1,537,103	\$1,618,825	5.30%
Civic Engagement	\$358,227	\$296,682	(17.20%) ⁽¹⁾
City Manager	\$1,485,123	\$1,939,851	30.60% ⁽²⁾
Public Affairs	\$934,096	\$1,002,440	7.30%
Special Events	\$3,887,500	\$4,268,000	9.80%
City Clerk	\$643,571	\$697,345	8.40%
Finance	\$1,377,123	\$1,535,183	11.50% ⁽³⁾
Human Resources	\$1,305,828	\$1,379,451	5.60%
City Attorney	\$1,060,280	\$1,153,011	8.70%
Planning & Zoning	\$935,513	\$924,976	(1.10%)
Public Safety	\$42,522,012	\$45,090,474	6.00%
Code Enforcement	\$1,811,190	\$2,164,704	19.50% ⁽⁴⁾
Parks & Recreation	\$9,634,704	\$11,010,886	14.30% ⁽⁵⁾
Gen. Services (IT, Fleet, Procurement & CH Maint)	\$7,147,180	\$8,529,785	19.30% ⁽⁶⁾
Non-Departmental	\$12,129,063	\$12,185,884	0.50%
TOTAL OPERATING EXPENDITURES	\$86,768,513	\$93,797,497	8.10%

CHART NOTES

⁽¹⁾ Attributed to decrease in various operating expenses

⁽²⁾ Addition of Economic Development Representative position; Asst to City Mgr- Communication now charged to CM Office; funding for new Strategic Plan

⁽³⁾ Funding for Admin Assistant no longer split with Comm Improvement Dept; adjustments for pension and health benefits

⁽⁴⁾ Addition of two (2) new positions due to annexation

⁽⁵⁾ Attributed to restructure within the department

⁽⁶⁾ Attributed to increase in funding for operating expenses in the IT and Fleet departments

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 2022	Budget FY 2023	% Change
Fuel Taxes	\$2,132,724	\$1,993,498	(6.50%) ⁽¹⁾
License, Fees & Payments	\$202,000	\$202,000	-%
Intergovernment Revenues	\$5,525,501	\$5,232,526	(5.30%) ⁽²⁾
Charges For Services	\$30,000	\$30,000	-%
Fines and Forfeitures	\$2,800	\$2,800	-%
Miscellaneous Revenues	\$64,900	\$64,900	-%
Interfund Transfers	\$221,741	\$221,741	-%
Fund Balance	\$3,630,162	\$3,361,475	(7.40%) ⁽³⁾
TOTAL OPERATING REVENUES	\$11,809,828	\$11,108,940	(5.90%)

CHART NOTES

⁽¹⁾ Reflects increase in building permits revenues

⁽²⁾ Reflects decrease in estimated State Shared revenues

⁽³⁾ Decrease in use of fund balance

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 2022	Budget FY 2023	% Change
Administration Division	\$1,887,611	\$2,002,967	6.10% ⁽¹⁾
Keep Miami Gardens Beautiful	\$235,023	\$224,833	(4.30%)
Streets Division	\$2,324,236	\$2,332,870	0.40%
CITT- Transportation Capital Projects	\$5,833,221	\$4,608,444	(21.00%) ⁽²⁾
CITT- Transit	\$1,529,737	\$1,939,826	26.80% ⁽³⁾
TOTAL OPERATING EXPENDITURES	\$11,809,828	\$11,108,940	(5.90%)

CHART NOTES

⁽¹⁾ Attributed to increase in transfer to General Fund based on updated cost allocation calculations

⁽²⁾ Reflects decreased expenditures for infrastructure improvements, pavement management project, and sidewalk projects

⁽³⁾ Attributed to the addition of a 4th Trolley Service

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 table 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 2022	Budget FY 2023	% Change
CDC Grant	\$692,588	\$1,219,791	76.10% ⁽¹⁾
Children's Trust Grant	\$407,390	\$282,150	(30.70%) ⁽²⁾
TOTAL OPERATING REVENUES	\$1,099,978	\$1,501,941	36.50%

Grant Fund Expenditures by Division

Expenditures	Budget FY 2022	Budget FY 2023	% CHANGE
CDC Reach Rise Grant	\$692,588	\$814,491	17.60%
CDC- Covid & Flu Program	\$-	\$405,300	100.00% ⁽¹⁾
Children's Trust- YAS	\$282,150	\$282,150	-%
Children's Trust- YEN	\$125,240	\$-	(100.00%) ⁽²⁾
TOTAL OPERATING EXPENDITURES	\$1,099,978	\$1,501,941	36.50%

CHART NOTES

⁽¹⁾ Reflects addition of the new CDC- Covid & Flu Program grant

⁽²⁾ Funding for Children's Trust- YEN program eliminated for FY23

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 to include planning and construction.

Development Services Fund Revenues by Source with Year-to-Year Changes

Revenues	Budget FY 2022	Budget FY 2023	% Change
License, Fees & Payments	\$2,385,832	\$2,597,996	8.90% ⁽¹⁾
Charges For Services	\$358,978	\$407,539	13.50% ⁽²⁾
Miscellaneous Revenues	\$11,759	\$11,759	-%
Fund Balance	\$1,223,926	\$873,353	(28.60%) ⁽³⁾
TOTAL OPERATING REVENUES	\$3,980,495	\$3,890,647	(2.30%)

CHART NOTES

- ⁽¹⁾ Conservative projections on building activities for FY 2023
- ⁽²⁾ Increase for such as OT Inspection Fees and Technology Surcharge
- ⁽³⁾ Decrease in use of fund balance to offset operational expenses

Development Services Fund Expenditures by Division

Expenditures	Budget FY 2022	Budget FY 2023	% CHANGE
Building Services	\$3,980,495	\$3,890,647	(2.30%) ⁽¹⁾
TOTAL OPERATING EXPENDITURES	\$3,980,495	\$3,890,647	(2.30%)

CHART NOTES

- ⁽¹⁾ Decrease in overall operating expenditures for FY23

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 table 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 2022	Budget FY 2023	% Change
Fund Balance	\$4,687,984	\$6,263,665	33.60%
TOTAL OPERATING REVENUES	\$4,687,984	\$6,263,665	33.60%

Impact Fees Fund Expenditures by Division

Expenditures	Budget FY 2022	Budget FY 2023	% Change
Open Space/Parks Impact Fees	\$3,279,598	\$4,276,320	30.40%
Police Impact Fees	\$1,260,079	\$1,703,489	35.20%
Admin. Impact Fees	\$148,307	\$283,856	91.40%
TOTAL OPERATING EXPENDITURES	\$4,687,984	\$6,263,665	33.60%

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 2022	Budget FY 2023	% Change
Intergovernment Revenues	\$479,887	\$748,689	56.00%
TOTAL OPERATING REVENUES	\$479,887	\$748,689	56.00%

SHIP Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2022	Budget FY 2023	% Change
State Housing Initiative Program	\$479,887	\$748,689	56.00%
TOTAL OPERATING EXPENDITURES	\$479,887	\$748,689	56.00%

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 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 table below offers an overview of the CDBG Fund's Revenues and Expenditures.

CDBG Fund Revenues by Source Year-to-Year Changes

Revenues	Budget FY 2022	Budget FY 2023	% Change
Intergovernment Revenues	\$1,111,210	\$1,085,063	(2.40%)
TOTAL OPERATING REVENUES	\$1,111,210	\$1,085,063	(2.40%)

CDBG Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2022	Budget FY 2023	% Change
Administrative and Programming	\$1,111,210	\$1,085,063	(2.40%)
TOTAL OPERATING EXPENDITURES	\$1,111,210	\$1,085,063	(2.40%)

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 2022	Budget FY 2023	% Change
Special Assessment- Charges for Public Service	\$739,160	\$746,604	1.00%
TOTAL OPERATING REVENUES	\$739,160	\$746,604	1.00%

Special Taxing Districts Fund Expenditures by Division Year-to-Year

Expenditures	Budget FY 2022	Budget FY 2023	% Change
Special Lighting Districts	\$739,160	\$746,604	1.00%
TOTAL OPERATING EXPENDITURES	\$739,160	\$746,604	1.00%

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 2022	Budget FY 2023	% Change
Ad Valorem Taxes	\$3,960,268	\$3,960,984	-%
Interfund Transfer- General Fund	\$978,020	\$666,406	(31.90%)
Interfund Transfer- Transportation Adm	\$389,454	\$388,698	(0.20%)
Interfund Transfer- Capital Projects	\$5,918,591	\$5,579,754	(5.70%)
TOTAL OPERATING REVENUES	\$11,246,333	\$10,595,842	(5.80%)

Debt Service Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2022	Budget FY 2023	% CHANGE
Debt Service Payments	\$11,246,333	\$10,595,842	(5.80%)
TOTAL OPERATING EXPENDITURES	\$11,246,333	\$10,595,842	(5.80%)

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 table 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 2022	Budget FY 2023	% Change
Miscellaneous Revenues	\$925,034	\$892,877	(3.50%)
Interfund Transfer - General Fund	\$6,622,253	\$5,538,662	(16.40%)
TOTAL OPERATING REVENUES	\$7,547,287	\$6,431,539	(14.80%)

Capital Project Fund Expenditures by Division Year-to-Year Changes

Expenditures	Budget FY 2022	Budget FY 2023	% CHANGE
Capital Projects Operations	\$6,543,787	\$6,431,539	(1.70%)
Professional Services	\$3,500	\$-	(100.00%)
Working Capital Reserve	\$1,000,000	\$-	(100.00%)
TOTAL OPERATING EXPENDITURES	\$7,547,287	\$6,431,539	(14.80%)

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 table 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 2022	Budget FY 2023	% Change
License, Fees & Payments	\$35,000	\$35,000	-%
Charges For Services	\$5,552,990	\$5,793,484	4.30% ⁽¹⁾
Miscellaneous Revenues	\$25,000	\$25,000	-%
Fund Balance	\$2,098,323	\$1,969,774	(6.10%)
TOTAL OPERATING REVENUES	\$7,711,313	\$7,823,258	1.50%

CHART NOTES

⁽¹⁾ Increase in Stormwater assessments

Stormwater Utility Fund Expenditures by Division Year-to-Year

Expenditures	Budget FY 2022	Budget FY 2023	% CHANGE
Storm Water- Operations	\$3,048,044	\$3,371,320	10.60% ⁽¹⁾
Storm Water- Engineering	\$4,663,269	\$4,451,938	(4.50%)
TOTAL OPERATING EXPENDITURES	\$7,711,313	\$7,823,258	1.50%

CHART NOTES

⁽¹⁾ Attributable to increase in transfers to General Fund and Transportation Fund



MIAMI GARDENS



* 2020 *

ALL FUNDS BUDGET SUMMARY

ALL FUNDS BUDGET SUMMARY

FY 2021- FY2023

	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
RE-APPROPRIATE FUND BALANCE - ALL FUNDS	\$-	\$11,640,395	\$12,468,267
REVENUES - ALL FUNDS			
Property Taxes	\$39,139,773	\$42,423,014	\$49,973,868
Franchise Fees	\$7,124,194	\$4,935,000	\$5,601,750
Intergovernmental Revenue	\$19,394,991	\$19,253,268	\$19,344,946
Utility Taxes	\$11,538,441	\$10,810,861	\$11,383,922
Fuel Taxes	\$2,059,761	\$2,132,724	\$1,993,498
Fines and Forfeitures	\$6,293,551	\$4,186,395	\$3,608,250
Licenses & Permits & Fees	\$11,989,674	\$6,142,492	\$6,257,600
Miscellaneous	\$4,870,645	\$4,148,340	\$3,211,483
Charges for Services	\$10,418,216	\$13,619,315	\$13,823,370
Grants and Loans	\$2,559,807	\$2,063,458	\$2,183,902
Interfund Transfers	\$15,922,860	\$15,826,727	\$14,142,829
TOTAL REVENUES - ALL FUNDS	\$131,311,915	\$125,541,594	\$131,525,418
TOTAL RESOURCES AVAILABLE - ALL FUNDS	\$131,311,915	\$137,181,989	\$143,993,685
EXPENDITURES - ALL FUNDS			
Council/Legislative	\$1,445,320	\$1,537,103	\$1,618,825
Civic Engagement	\$267,894	\$358,227	\$296,682
City Manager	\$1,589,429	\$1,485,123	\$1,939,851
Public Affairs	\$660,226	\$934,096	\$1,002,440
Special Events	\$270,730	\$3,887,500	\$4,268,000
City Clerk	\$619,602	\$643,571	\$697,345
Finance	\$1,293,541	\$1,377,123	\$1,535,183
Human Resources	\$1,184,458	\$1,305,828	\$1,379,451
City Attorney	\$987,172	\$1,060,280	\$1,153,011
School Crossing Guard	\$448,398	\$547,495	\$724,469
Police	\$39,692,947	\$41,974,517	\$44,366,005
Code Enforcement	\$1,571,384	\$1,811,190	\$2,164,704
Parks & Recreation	\$6,534,596	\$9,634,704	\$11,010,886
Procurement	\$455,377	\$551,626	\$611,576
Information Technology	\$2,580,043	\$2,911,883	\$3,231,705
Fleet	\$3,998,770	\$2,875,372	\$3,749,426
City Hall Maintenance	\$962,691	\$808,299	\$937,078
Non-Departmental	\$10,074,682	\$16,817,047	\$18,449,549
Public Works	\$9,252,479	\$11,809,828	\$11,108,940
Planning	\$834,605	\$935,513	\$924,976
Building	\$5,108,298	\$3,980,495	\$3,890,647
Capital Projects	\$16,862,813	\$7,547,287	\$6,431,539
State Housing Initiative Program	\$330,585	\$479,887	\$748,689
Grants	\$1,413,215	\$1,099,978	\$1,501,941
Special Taxing Districts	\$595,101	\$739,160	\$746,604
Community Development Block Grant	\$1,130,626	\$1,111,210	\$1,085,063
Stormwater Operations	\$3,367,008	\$7,711,313	\$7,823,258
Debt Service	\$11,285,044	\$11,246,333	\$10,595,842
TOTAL EXPENDITURES - ALL FUNDS	\$124,817,034	\$137,181,988	\$143,993,685



MIAMI GARDENS



* 2020 *

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.

Historical Citywide Revenues by Fund

Fund	All Funds Revenues				
	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
General Fund	\$78,053,257	\$87,382,742	\$86,050,589	\$86,768,514	\$93,797,497
Transportation Fund	\$9,079,224	\$8,150,490	\$8,594,652	\$11,809,828	\$11,108,940
Grant Fund	\$16,232,440	\$2,241,672	\$1,413,215	\$1,099,978	\$1,501,941
SHIP Fund	\$114,733	\$313,133	\$(88,320)	\$479,887	\$748,689
CDBG Fund	\$1,723,920	\$3,348,818	\$1,435,402	\$1,111,210	\$1,085,063
Dev Services Fund	\$6,154,041	\$5,692,388	\$7,653,432	\$3,980,495	\$3,890,647
Impact Fee Fund	\$1,247,760	\$1,054,565	\$1,575,682	\$4,687,984	\$6,263,665
Special Taxing Dist Fund	\$619,396	\$503,924	\$751,169	\$739,160	\$746,604
Debt Service Fund	\$19,300,037	\$67,301,698	\$11,287,625	\$11,246,333	\$10,595,842
Capital Projects Fund	\$7,855,889	\$22,461,861	\$7,343,185	\$7,547,287	\$6,431,539
Stormwater Fund	\$5,233,112	\$5,470,693	\$5,295,284	\$7,711,313	\$7,823,258
TOTAL REVENUE	\$145,613,808	\$203,921,984	\$131,311,915	\$137,181,989	\$143,993,685



MIAMI GARDENS



* 2020 *

GENERAL FUND

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 2023 totals \$93,797,497 , an increase of \$7,028,983 from that of the previous fiscal year.

General Fund Revenues

Revenue Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Ad Valorem Taxes	\$30,496,660	\$32,823,228	\$35,181,784	\$38,462,746	\$46,012,884
Franchise Fees	\$3,682,186	\$2,469,387	\$7,124,194	\$4,935,000	\$5,601,750
Utility Taxes	\$10,830,782	\$11,267,300	\$11,538,441	\$10,810,861	\$11,383,922
License, Fees & Permits	\$2,498,237	\$2,497,038	\$2,692,797	\$2,780,500	\$2,676,000
Intergov'tal Revenue	\$12,080,135	\$10,797,700	\$12,469,199	\$13,035,179	\$13,297,929
Interfund Transfers	\$1,225,430	\$12,083,450	\$2,974,425	\$1,696,668	\$1,747,568
Charges for Services	\$6,990,126	\$4,849,609	\$4,293,151	\$7,677,347	\$7,592,347
Fines and Forfeitures	\$6,729,060	\$5,569,201	\$6,293,214	\$4,183,595	\$3,605,450
Miscellaneous	\$2,714,533	\$1,760,520	\$2,791,251	\$3,121,647	\$1,811,647
Grants & Loans	\$806,107	\$3,265,310	\$692,133	\$64,971	\$68,000
TOTAL REVENUE	\$78,053,257	\$87,382,742	\$86,050,589	\$86,768,514	\$93,797,497

General Fund Expenditures

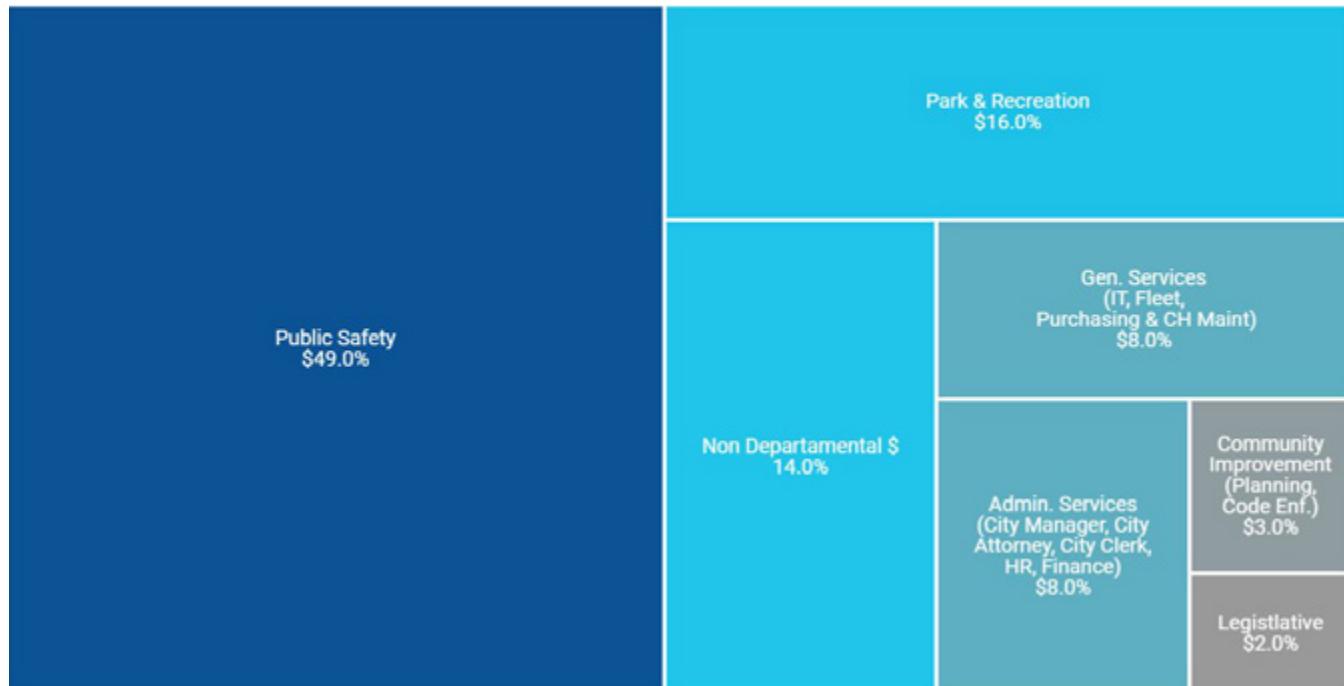
Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$49,343,287	\$51,848,337	\$52,864,992	\$57,921,885	\$62,501,942
Operating Expenses	\$18,148,359	\$16,521,668	\$15,581,146	\$19,897,343	\$22,676,231
Capital Outlay	\$731,947	\$257,706	\$158,239	\$330,365	\$311,458
Non-Operating Expenses	\$13,000	\$8,000	\$483,451	\$1,018,649	\$2,102,798
Interfund Transfers	\$7,294,040	\$6,560,693	\$6,384,038	\$7,600,271	\$6,205,068
TOTAL EXPENDITURES	\$75,530,633	\$75,196,405	\$75,471,865	\$86,768,513	\$93,797,497

Analysis

In FY 2014 the City Council adopted an operating millage rate of 6.9363. The FY 2023 adopted budget is balanced at the same rate of 6.9363, making this the ninth year the millage rate has remained the same.

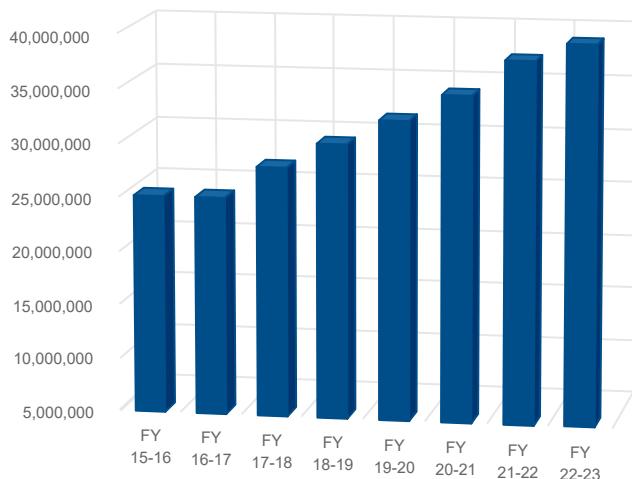
The FY 2023 taxable value is 7.1% higher than the FY 2022 certified taxable value. The City received the State estimates for State Revenue Sharing and Sales Tax distribution projections for FY 2023, which are projected to increase to pre-Covid-19 pandemic levels.

General Fund Expenditure by Division for FY 2022-2023



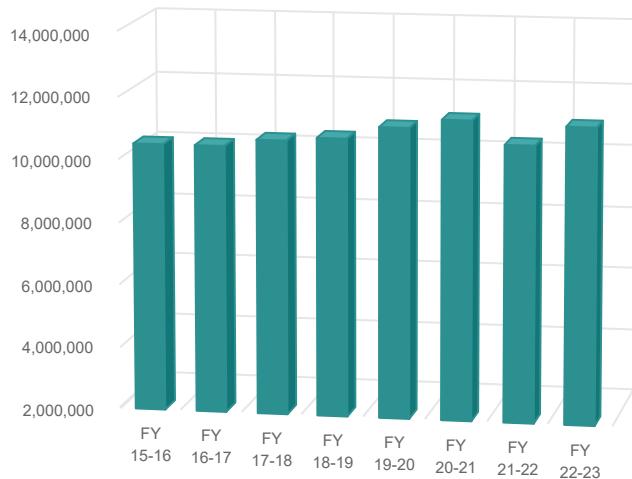
Major Revenues

Ad Valorem Tax Receipts History



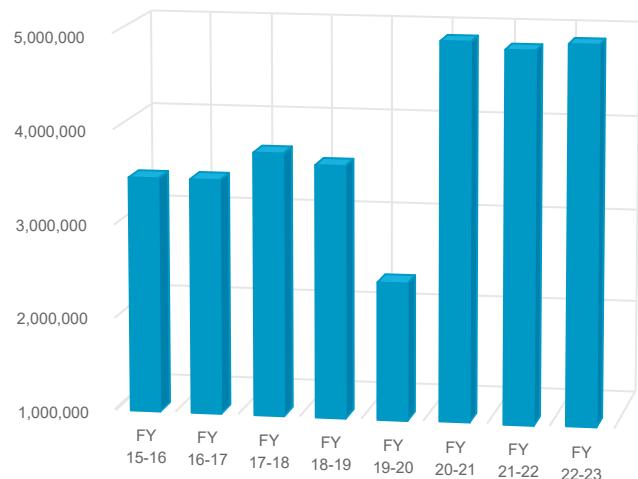
Since FY 14, the City has been levying 6.9363 mill. FY 22-23 reflects an increase of 20.4% in taxable value, and the proposed millage rate is 6.9363, the same as previous eight (8) years

Utility Tax Receipts History



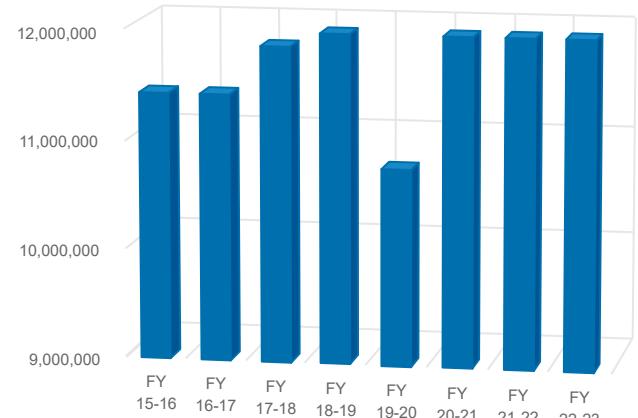
The Utility tax is a charge on various public utilities serving the City's residents. The City receives its electric taxes through Miami-Dade County which first deducts the City's pro-rata share of pre-incorporation County bond debt service. The City is served by three (3) water utilities: Opa Locka, Miami-Dade County and North Miami Beach. Also included in this category is the Communication Service Tax.

Franchise Fee Receipts History



Franchise fees include electric, gas, and solid waste. They are collected by the private utilities and remitted to the City. 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, resulted in a significant increase in Electric Franchise Fee revenues for the City.

Intergovernmental Revenue Receipts History



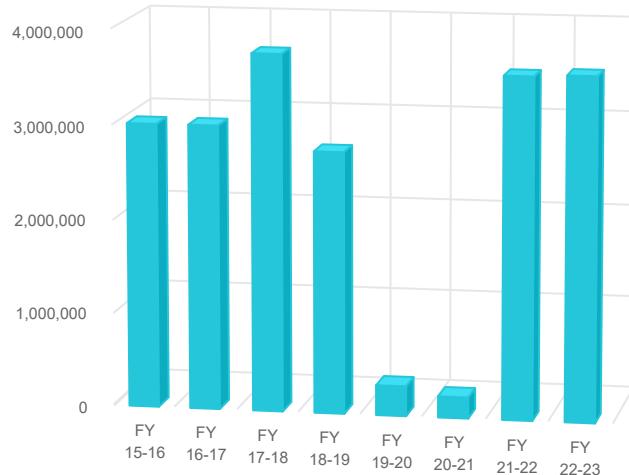
Next to property taxes, intergovernmental revenues are the City's largest source of revenue. The bulk of these revenues are from State Revenue Sharing (approx. 76.2% of which stays in the General Fund and 23.8% goes to the Transportation Fund by State law), and from the State Half-Cent Sales Tax. State Revenue for FY 22-23 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 22-23 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. 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 canceled for both fiscal years.



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MIAMI GARDENS



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TRANSPORTATION FUND OVERVIEW

Transportation Fund Overview

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

Revenue Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
1st Local Option Fuel Tax	\$1,663,393	\$1,454,992	\$1,494,706	\$1,543,222	\$1,465,267
2nd Local Option Fuel Tax	\$638,066	\$547,852	\$565,055	\$589,502	\$528,231
CITT	\$4,846,211	\$4,248,977	\$5,187,794	\$4,300,000	\$4,300,000
Banners	\$-	\$-	\$12,025	\$2,000	\$2,000
Intergov'tal Revenue	\$31,360	\$501,947	\$46,281	\$31,358	\$31,358
State Revenue Sharing	\$864,397	\$729,798	\$772,022	\$1,194,143	\$901,168
Public Works' Permits	\$455,604	\$261,271	\$215,288	\$200,000	\$200,000
Other	\$580,192	\$405,654	\$301,482	\$319,441	\$319,441
Reappropriated Fund Balance	\$-	\$-	\$-	\$3,630,162	\$3,361,475
TOTAL REVENUES	\$9,079,224	\$8,150,490	\$8,594,652	\$11,809,828	\$11,108,940

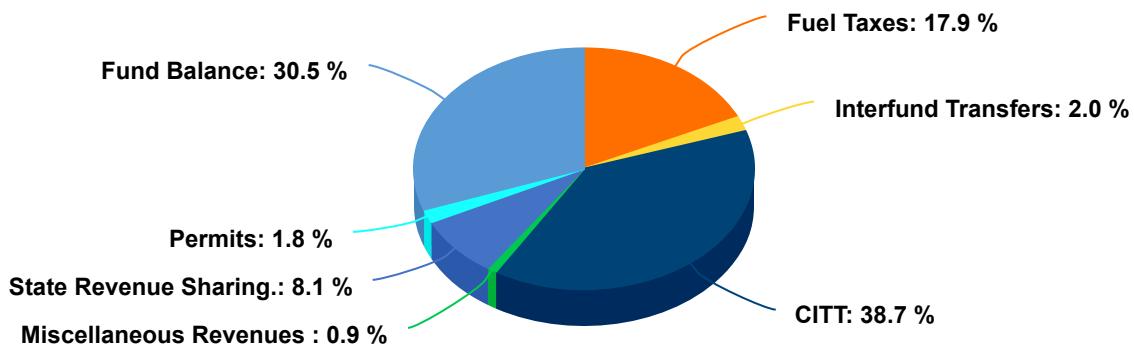
TRANSPORTATION FUND EXPENDITURES

Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$2,541,067	\$2,594,918	\$2,779,817	\$3,026,969	\$3,222,169
Operating Expenses	\$1,608,964	\$1,669,698	\$1,679,684	\$1,988,751	\$2,349,463
Capital Outlay	\$1,885,626	\$3,631,097	\$3,943,610	\$5,598,608	\$4,279,304
Interfund Transfers	\$806,103	\$817,431	\$849,368	\$1,195,500	\$1,258,004
TOTAL EXPENDITURES	\$6,841,760	\$8,713,144	\$9,252,479	\$11,809,828	\$11,108,940

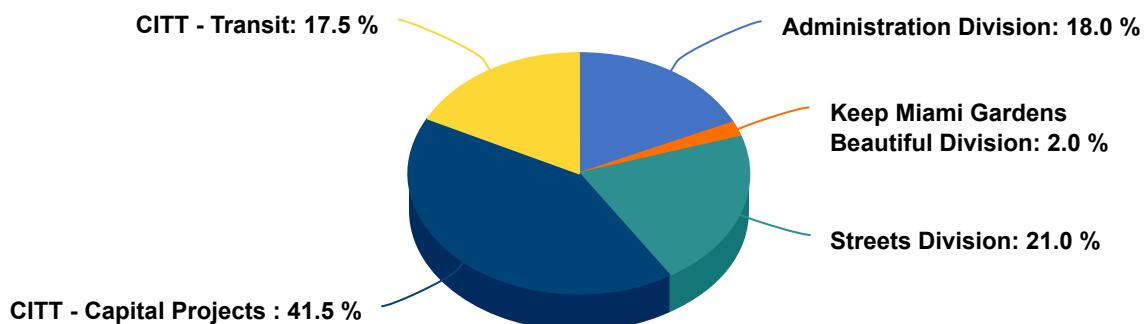
Analysis

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 % 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.

Transportation Fund Revenue by Source for FY 2022-2023



Transportation Fund Expenditures by Division for FY 2022-2023





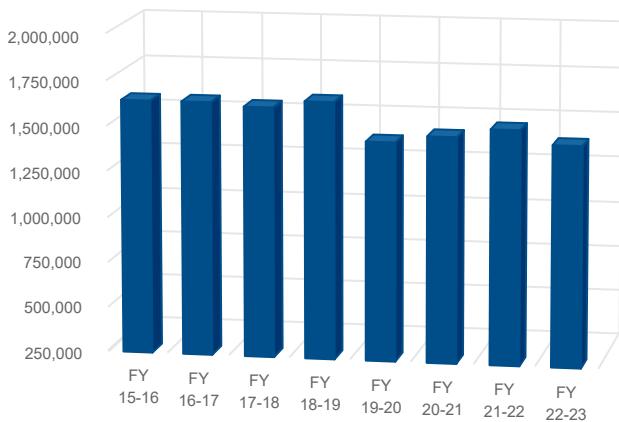
Miami Gardens Transit Program Bus



Bunche Park Sidewalk Repairs Before And After

Major Revenues

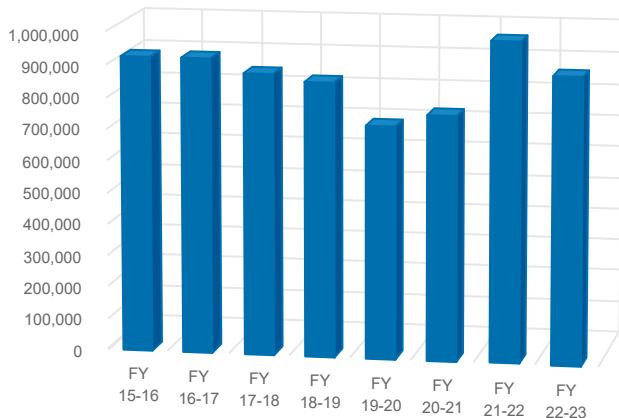
1St Local Option Fuel Tax History



The State authorizes several gas taxes to support transportation operations at the local government level.

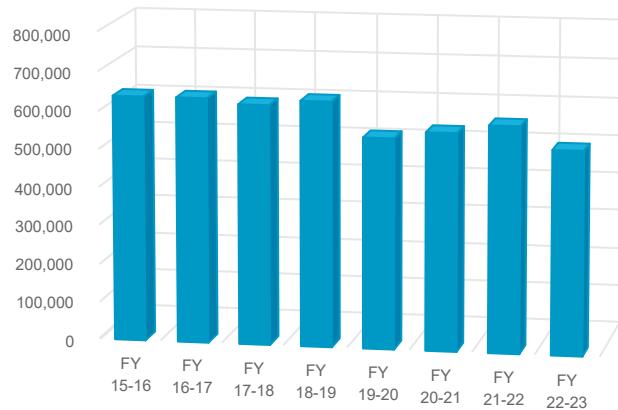
The first is the 1 to 6 Cents Local Option Fuel Tax that is imposed on Motor and Diesel Fuels. The funds are collected by the state and forwarded to the City on a monthly basis. Miami Gardens receives 2.5747989% of the collection in Miami-Dade County.

State Revenue Sharing Receipts History



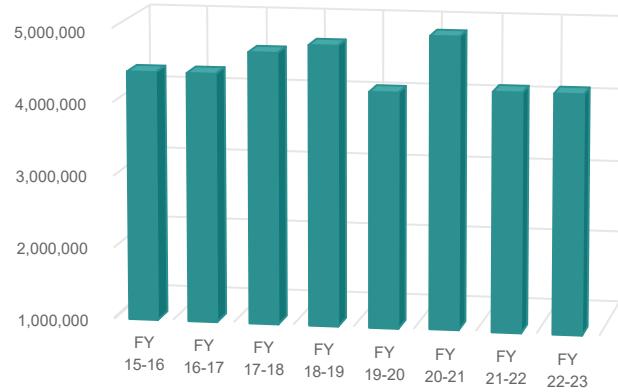
The Florida Revenue Sharing Act of 1972 created a revenue sharing trust fund for Florida municipalities in order to ensure revenue parity throughout the state. The revenues collected from sales and fuel taxes and are allocated to local governments for specific, authorized purposes.

2Nd Local Option Fuel Tax History



The State authorizes several gas taxes to support transportation operations 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 $\frac{1}{2}$ cent and to dedicate this additional revenue to funding transportation needs. As part of the process, the County entered into agreements with all 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.



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MIAMI GARDENS



* 2020 *

GRANT FUND OVERVIEW

Grant Fund Overview

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

For FY 2023, 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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Health Community Partnership					
Grant Program	\$155,575	\$118,764	\$-	\$-	\$-
CDC Reach Grant	\$544,257	\$592,842	\$804,002	\$692,588	\$814,491
Alliance for Healthier Generation	\$4,000	\$-	\$-	\$-	\$-
Health Procurement Ordinance	\$-	\$2,000	\$-	\$-	\$-
Alliance for a Healthier Generation	\$-	\$-	\$3,849	\$-	\$-
HFSF Covid19 Racial & Ethnic Disparities	\$-	\$-	\$12,694	\$-	\$-
Healthy Out of School Time	\$-	\$-	\$3,536	\$-	\$-
CDC- Covid 19	\$-	\$-	\$127,367	\$-	\$405,300
Children's Trust Grant	\$170,968	\$212,540	\$183,622	\$407,390	\$282,150
Police Grants- US Dept. of Justice	\$-	\$-	\$48,632	\$-	\$-
Police Grants- Byrne	\$110,833	\$186	\$25,664	\$-	\$-
Fed. Grant- US Treasury ARPA	\$-	\$-	\$7,738	\$-	\$-
Police Grants- UASI	\$113,200	\$113,197	\$36,663	\$-	\$-
State Grant- VOCA (Public Safety)	\$-	\$-	\$131,800	\$-	\$-
State Grant- FDLE (Public Safety)	\$-	\$-	\$3,067	\$-	\$-
FDOT Pedestrian Bridge/Tunnel	\$14,941,563	\$1,132,796	\$34,103	\$-	\$-
FDOT- Rdwy Assessment Study	\$82,325	\$69,347	\$(9,522)	\$-	\$-
US Department of Transportation	\$103,208	\$-	\$-	\$-	\$-
Urban Forestry Grant	\$6,512	\$-	\$-	\$-	\$-
TOTAL REVENUES	\$16,232,440	\$2,241,672	\$1,413,215	\$1,099,978	\$1,501,941

Grant Fund Expenditures

Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$334,655	\$404,762	\$500,994	\$561,228	\$506,108
Operating Expenses	\$1,347,807	\$783,445	\$857,914	\$538,750	\$995,833
Capital Outlay	\$14,549,978	\$1,053,466	\$54,307	\$-	\$-
TOTAL EXPENDITURES	\$16,232,440	\$2,241,672	\$1,413,215	\$1,099,978	\$1,501,941



MIAMI GARDENS



* 2020 *

SHIP FUND

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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Intergovernmental Revenues	\$114,733	\$313,133	\$(88,320)	\$479,887	\$748,689
TOTAL REVENUES	\$114,733	\$313,133	\$(88,320)	\$479,887	\$748,689

SHIP Fund Expenditures

Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$37,378	\$25,971	\$20,362	\$39,863	\$-
Operating Expenses	\$157,242	\$224,479	\$310,223	\$148,200	\$2,500
Non-Operating Expenses	\$-	\$-	\$-	\$291,824	\$746,189
TOTAL EXPENDITURES	\$194,619	\$250,451	\$330,585	\$479,887	\$748,689



MIAMI GARDENS



* 2020 *

CDBG FUND

CDBG Fund Overview

The Community Development Block Grant (CDBG) Fund accounts for federal grant funding provided by 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 FY18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Intergovernmental Revenues	\$1,723,920	\$3,348,818	\$1,435,402	\$1,111,210	\$1,085,063
TOTAL REVENUES	\$1,723,920	\$3,348,818	\$1,435,402	\$1,111,210	\$1,085,063

CDBG Fund Expenditures

Expenditure Type	Actual FY18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$176,163	\$222,881	\$199,162	\$199,535	\$149,397
Operating Expenses	\$844,442	\$1,025,208	\$607,502	\$104,207	\$34,800
Capital Outlay	\$656,604	\$1,874,320	\$323,962	\$807,468	\$900,866
TOTAL EXPENDITURES	\$1,677,210	\$3,122,409	\$1,130,626	\$1,111,210	\$1,085,063



MIAMI GARDENS



* 2020 *

DEVELOPMENT SERVICES FUND

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.

Development Services Fund Revenues

Revenue Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Building Permits	\$5,186,196	\$4,941,717	\$6,698,238	\$2,385,832	\$2,597,996
Charges for Services	\$872,771	\$703,020	\$923,483	\$358,978	\$407,539
Miscellaneous Revenues	\$95,074	\$47,651	\$31,712	\$11,759	\$11,759
Re-appropriated Fund Balance	\$-	\$-	\$-	\$1,223,926	\$873,353
TOTAL REVENUES	\$6,154,041	\$5,692,388	\$7,653,432	\$3,980,495	\$3,890,647

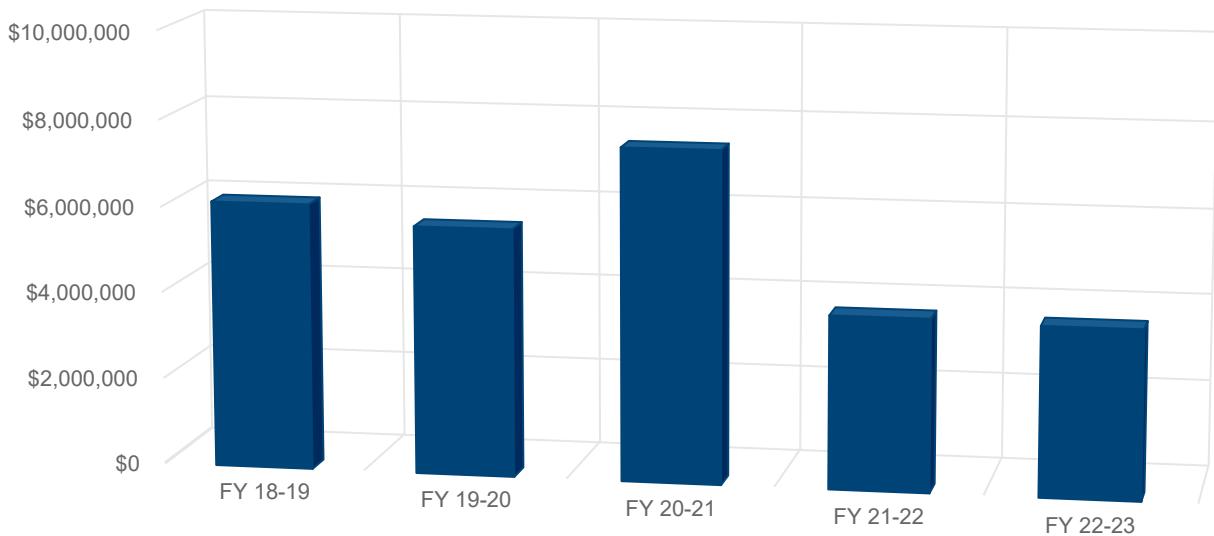
Development Services Fund Expenditures

Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,572,989	\$2,039,574	\$2,093,501	\$2,537,830	\$2,305,456
Operating Expenses	\$526,157	\$434,049	\$680,105	\$687,149	\$791,803
Capital Outlay	\$50,210	\$195,020	\$96,120	\$88,388	\$88,388
Interfund Transfers	\$431,819	\$444,775	\$553,484	\$667,128	\$705,000
Non-Operating Expenses	\$100,000	\$592,509	\$1,685,088	\$-	\$-
TOTAL EXPENDITURES	\$2,681,176	\$3,705,927	\$5,108,298	\$3,980,495	\$3,890,647

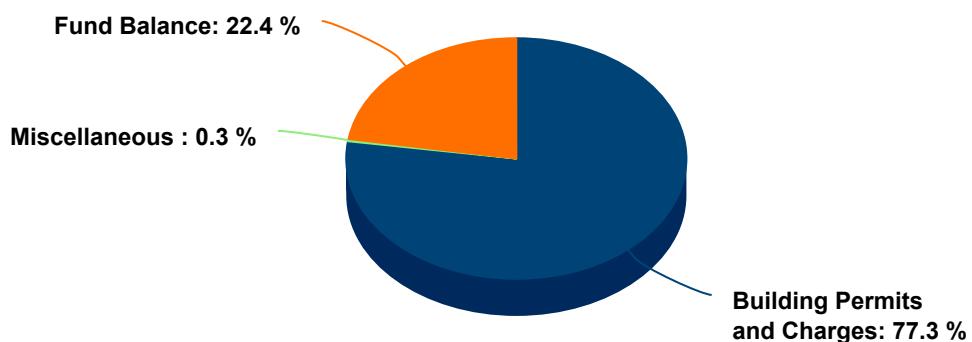
Analysis

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

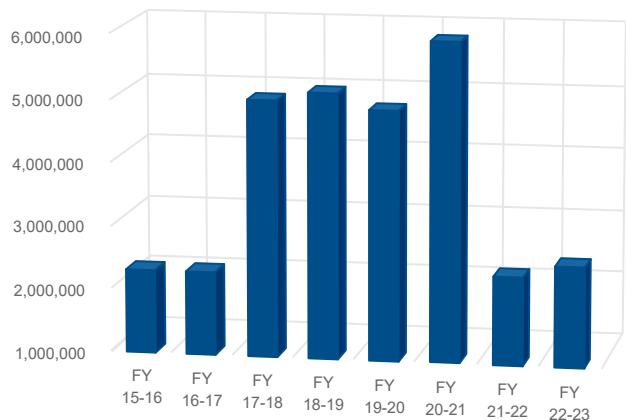


Development Services Fund Revenue by Source for FY 2022-2023



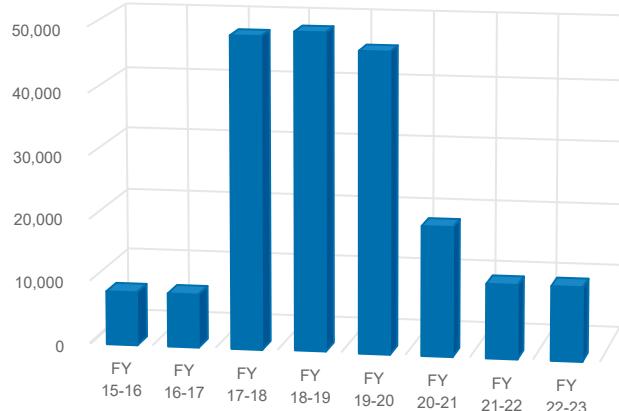
Major Revenues

Building Fees Receipts History



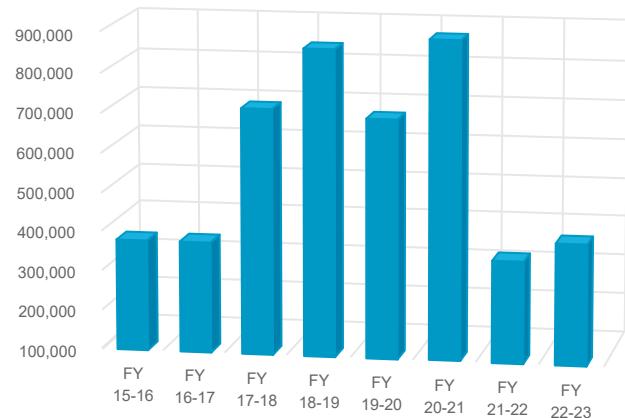
The City's Building Department assesses various fees for its services. These fees are designed to recover the cost of processing and inspecting various land development and construction related activities.

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.

Technology Surcharge Receipts History



The State authorizes several gas taxes to support transportation operations 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.



MIAMI GARDENS



* 2020 *

IMPACT FEE FUND

Impact Fee Fund

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 Fund Revenues

Revenue Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Open Space/Parks Impact	\$800,769	\$628,670	\$996,722	\$3,279,598	\$4,276,320
Police Impact Fees	\$417,530	\$380,257	\$443,410	\$1,260,079	\$1,703,489
Admin. Impact Fees	\$29,460	\$45,638	\$135,549	\$148,307	\$283,856
TOTAL REVENUES	\$1,247,760	\$1,054,565	\$1,575,682	\$4,687,984	\$6,263,665

Impact Fees Fund Expenditures

Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Open Space/Parks Impact	\$-	\$-	\$-	\$3,279,598	\$4,276,320
Police Impact Fees	\$-	\$-	\$-	\$1,260,079	\$1,703,489
Admin. Impact Fees	\$-	\$-	\$-	\$148,307	\$283,856
TOTAL EXPENDITURES	\$-	\$-	\$-	\$4,687,984	\$6,263,665



MIAMI GARDENS



* 2020 *

SPECIAL TAXING DISTRICT FUND

Special Taxing Districts Fund Overview

The Special Taxing Districts Fund was transferred from the County to the City in FY 2019 to become the governing body for the Maintenance and Street Light Special Taxing District. This fund provides special services through a non-ad valorem assessment. Each district listed below is assessed a fee to help improve areas that need extra lighting due to insufficient light intensity. The fund provides street light maintenance, enhancements and improved efficiency by the use of LED lighting.

Special Taxing District Fund Revenues

Revenues	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Crestview	\$55,825	\$55,742	\$57,568	\$57,568
Bunche Park	\$54,090	\$54,483	\$55,792	\$55,792
Scott Lake Manor	\$49,344	\$49,952	\$50,895	\$50,895
Scott Lake Manor East	\$128,907	\$129,551	\$133,861	\$133,861
Andover	\$22,466	\$22,451	\$23,209	\$43,211
Stoneybrook	\$9,314	\$9,271	\$9,585	\$9,585
Westwood Manor	\$5,353	\$5,331	\$5,500	\$5,272
Miami Gardens	\$25,655	\$25,626	\$26,384	\$26,384
Peachtree Lane	\$5,271	\$5,276	\$5,459	\$5,459
Lake Lucerne	\$19,058	\$19,425	\$19,884	\$19,884
Andover First Addition	\$16,061	\$16,052	\$16,609	\$-
Liberty Homes	\$412	\$29,792	\$30,692	\$30,692
Riverdale	\$291	\$20,168	\$20,769	\$20,769
Rolling Oaks	\$9,131	\$10,525	\$10,069	\$10,069
Venetian Acres	\$9,041	\$17,773	\$9,676	\$11,789
North Dade Country Club	\$56,725	\$56,933	\$57,565	\$57,565
Bunche Park South	\$15,394	\$15,325	\$15,711	\$15,711
Greendale	\$6,044	\$6,031	\$6,232	\$6,232
Jordan's Landing	\$15,543	\$15,547	\$16,108	\$16,108
Sunshine State Industrial Park	\$-	\$54,016	\$50,414	\$50,414
Air Park Industrial	\$-	\$5,714	\$4,604	\$4,604
Palmetto Lakes Industrial	\$-	\$62,618	\$57,583	\$57,583
MDPD Subdivision	\$-	\$1,666	\$1,735	\$1,735
Park Center Business	\$-	\$2,421	\$2,515	\$3,016
Lakes of Tuscany	\$-	\$18,295	\$14,997	\$14,997
Golden Glades	\$-	\$20,056	\$16,037	\$16,037
Air Park Industrial Maint	\$-	\$21,129	\$19,707	\$21,372
TOTAL REVENUES	\$503,924	\$751,169	\$739,160	\$746,604

Special Taxing District Fund Expenditures

Expenditures	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Crestview	\$42,775	\$53,646	\$57,568	\$57,568
Bunche Park	\$44,410	\$45,740	\$55,792	\$55,792
Scott Lake Manor	\$48,887	\$40,640	\$50,895	\$50,895
Scott Lake Manor East	\$117,533	\$120,861	\$133,861	\$133,861
Andover	\$28,038	\$8,163	\$23,209	\$43,211
Stoneybrook	\$6,725	\$7,139	\$9,585	\$9,585
Westwood Manor	\$5,023	\$5,160	\$5,500	\$5,272
Miami Gardens	\$24,977	\$25,680	\$26,384	\$26,384
Peachtree Lane	\$6,294	\$6,489	\$5,459	\$5,459
Lake Lucerne	\$17,928	\$18,398	\$19,884	\$19,884
Andover First Addition	\$288	\$259	\$16,609	\$-
Liberty Homes	\$20,183	\$21,052	\$30,692	\$30,692
Riverdale	\$13,650	\$17,561	\$20,769	\$20,769
Rolling Oaks	\$11,283	\$7,734	\$10,069	\$10,069
Venetian Acres	\$7,583	\$11,125	\$9,676	\$11,789
North Dade Country Club	\$56,619	\$57,883	\$57,565	\$57,565
Bunche Park South	\$11,868	\$12,227	\$15,711	\$15,711
Greendale	\$4,957	\$2,855	\$6,232	\$6,232
Jordan's Landing	\$279	\$252	\$16,108	\$16,108
Sunshine State Industrial Park	\$-	\$48,280	\$50,414	\$50,414
Air Park Industrial	\$-	\$4,123	\$4,604	\$4,604
Palmetto Lakes Industrial	\$-	\$52,996	\$57,583	\$57,583
MDPD Subdivision	\$-	\$1,638	\$1,735	\$1,735
Park Center Business	\$-	\$4,107	\$2,515	\$3,016
Lakes of Tuscany	\$-	\$9,568	\$14,997	\$14,997
Golden Glades	\$-	\$11,524	\$16,037	\$16,037
Air Park Industrial Maint	\$-	\$-	\$19,707	\$21,372
TOTAL EXPENDITURES	\$469,300	\$595,101	\$739,160	\$746,604



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MIAMI GARDENS



* 2020 *

DEBT SERVICE FUND

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

Revenue Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Property Tax	\$4,262,467	\$4,234,009	\$3,957,988	\$3,960,268	\$3,960,984
Transfers-In	\$8,089,762	\$12,362,689	\$7,329,637	\$7,286,065	\$6,634,858
Miscellaneous Revenues	\$6,947,807	\$50,705,000	\$-	\$-	\$-
TOTAL REVENUES	\$19,300,037	\$67,301,698	\$11,287,625	\$11,246,333	\$10,595,842

Debt Service Fund Expenditures

Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Debt Service	\$19,206,026	\$58,651,245	\$11,285,044	\$11,246,333	\$10,595,842
TOTAL EXPENDITURES	\$19,206,026	\$58,651,245	\$11,285,044	\$11,246,333	\$10,595,842

Analysis

The Debt Service Fund was started mid-year in FY 2008. The decrease for FY 2022 can be attributed to the Series 2009B \$8,800,000 Taxable Land Acquisition Revenue Bonds being paid off during FY 2018.



MIAMI GARDENS



* 2020 *

CAPITAL PROJECTS FUND

Capital Projects Fund Overview

The Capital Projects Fund is an accounting entity designed to ease the administration of multiyear 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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Transfers-In	\$5,636,563	\$5,577,299	\$5,403,516	\$6,622,253	\$5,538,662
Grants	\$25,272	\$174,295	\$130,911	\$-	\$-
Impact Fees	\$2,194,054	\$1,310,267	\$1,808,757	\$925,034	\$892,877
Sale of Other Assets	\$-	\$15,400,000	\$-	\$-	\$-
TOTAL REVENUES	\$7,855,889	\$22,461,861	\$7,343,185	\$7,547,287	\$6,431,539

Capital Projects Fund Expenditures

Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$646,832	\$556,999	\$576,277	\$598,754	\$828,368
Operating Expenses	\$1,960,571	\$2,759,548	\$2,425,714	\$27,142	\$23,417
Capital Outlay	\$4,633,562	\$5,065,019	\$7,901,680	\$2,800	\$-
Interfund Transfers	\$6,040,261	\$21,320,112	\$5,959,143	\$5,918,591	\$5,579,754
Non-Operating Expenses	\$-	\$-	\$-	\$1,000,000	\$-
TOTAL EXPENDITURES	\$13,281,227	\$29,701,678	\$16,862,813	\$7,547,287	\$6,431,539



Buccaneer Park



Buccaneer Park Mega Soaker



Betty T. Ferguson field's artificial turf



Buccaneer Park Mega Soaker



North Dade Optimist Park Bleachers



Norwood Park



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MIAMI GARDENS



* 2020 *

STORMWATER FUND

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

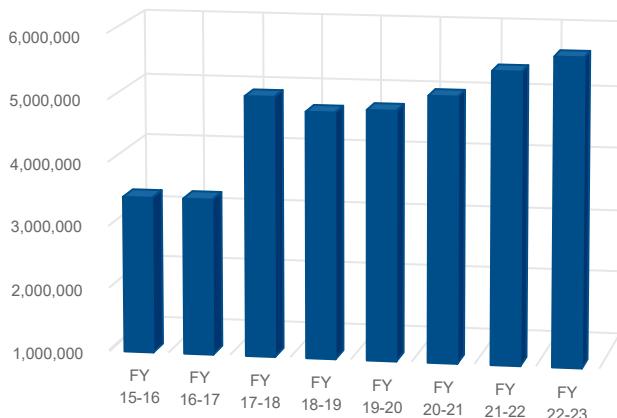
Revenue Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Stormwater Fees	\$4,885,142	\$4,934,517	\$5,181,436	\$5,587,990	\$5,828,484
Grant	\$214,632	\$476,175	\$80,272	\$-	\$-
Other	\$133,339	\$60,000	\$33,576	\$25,000	\$25,000
Re-appropriated Retained Earnings	\$-	\$-	\$-	\$2,098,323	\$1,969,774
TOTAL REVENUES	\$5,233,112	\$5,470,693	\$5,295,284	\$7,711,313	\$7,823,258

Stormwater Utility Fund Expenditures

Expenditure Type	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$941,876	\$1,013,064	\$882,539	\$1,079,505	\$1,068,569
Operating Expenses	\$1,676,208	\$1,752,476	\$1,791,851	\$1,220,198	\$1,298,336
Capital Outlay	\$48,666	\$-	\$-	\$4,334,044	\$4,410,204
Debt Service	\$211,403	\$196,355	\$180,780	\$632,331	\$547,352
Interfund Transfers	\$482,455	\$496,930	\$511,838	\$445,235	\$498,797
TOTAL EXPENDITURES	\$3,360,608	\$3,458,824	\$3,367,008	\$7,711,313	\$7,823,258

Major Revenues

Stormwater Utility Fees History

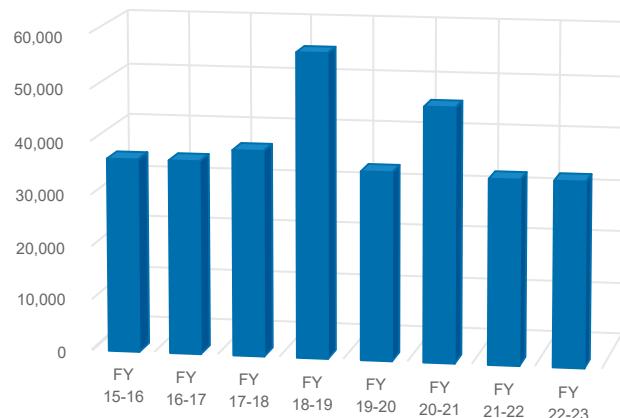


United States Environmental Protection Agency (USEPA) has required that local governments have a program to deal with stormwater runoff, improve water quality discharge, to maintain the existing stormwater discharge system, to implement and remain compliant with the Environmental Protection Agency's 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 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.

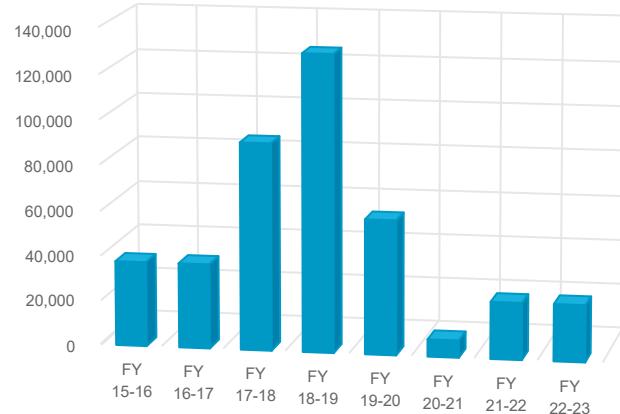
Under the Miami Gardens Stormwater Utility, each property is charged a monthly fee of \$6.00 per Equivalent Residential Unit (ERU). An ERU is based on a typical residential unit having 1,800 square feet of impermeable surface area. Commercial properties are charged based on their total ERUs.

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.

Technology Surcharge 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.



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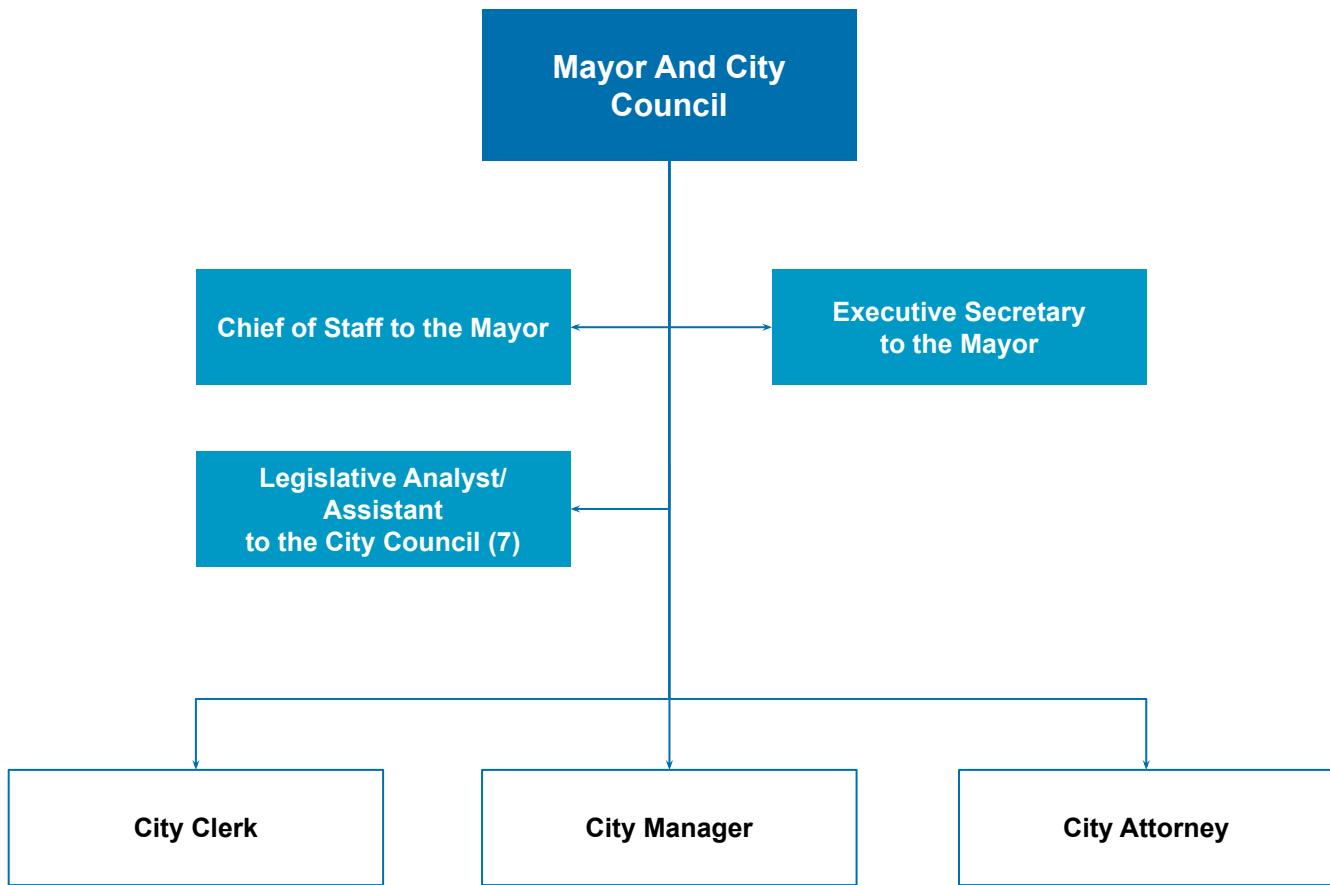
MIAMI GARDENS



* 2020 *

DEPARTMENT/ OFFICES

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Legislative Analyst/Asst. to the City Council	6.00	6.00	4.00	6.00	7.00
Executive Assistant to the Mayor	1.00	1.00	1.00	0.00	0.00
Chief of Staff to the Mayor	0.00	0.00	0.00	1.00	1.00
Legislative Aide to the Mayor	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	8.00	8.00	6.00	8.00	9.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$761,413	\$738,485	\$1,120,699	\$1,197,003	\$1,279,710
Operating Expenses	\$399,684	\$300,890	\$324,621	\$340,100	\$339,115
TOTAL EXPENDITURES	\$1,161,096	\$1,039,375	\$1,445,320	\$1,537,103	\$1,618,825

Legislative Department

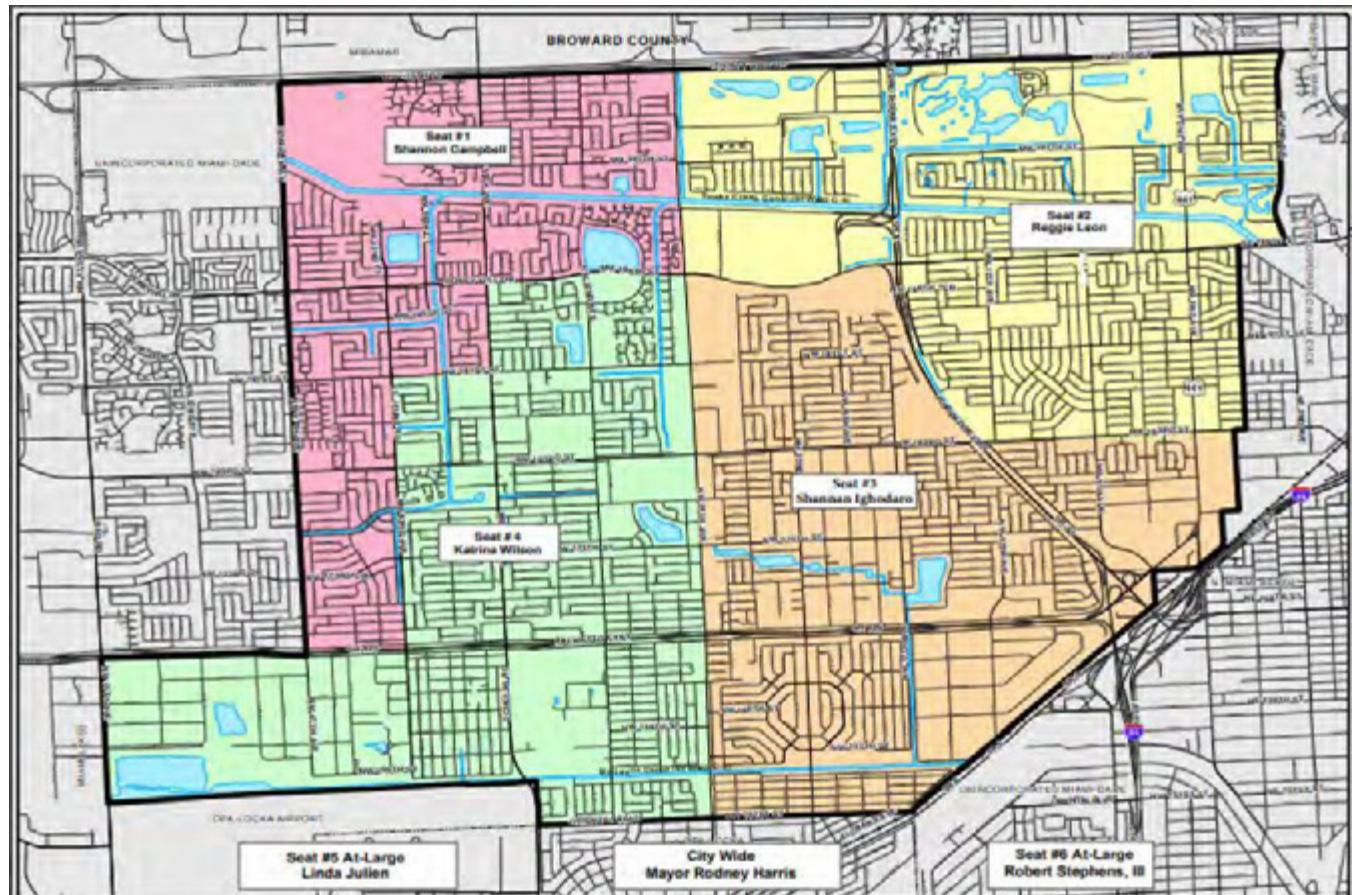
Accomplishments, Goals & Objectives

FY 2022-2023 Goals and Objectives

- Strategic Planning.
- Oversight and direction of the expenditure of bond proceeds.
- Provide guidance on the City's economic development plans.

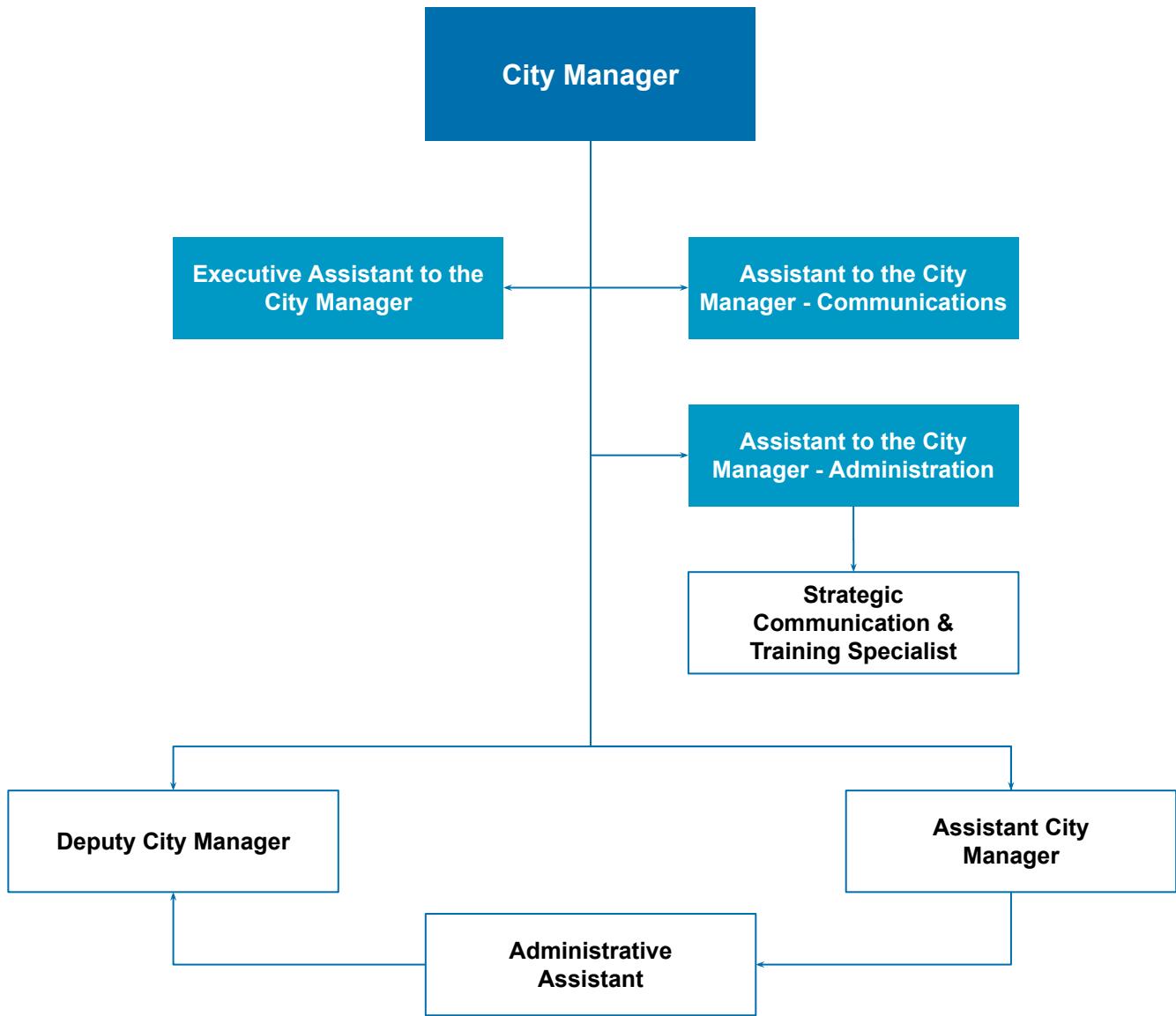
Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Hold Budget Awareness meetings.	Number of forums held.	3	3	4
Adopt annual City operating plans.	Complete by September 30, of each year.	Completed on September 25, 2020	Completed on September 22, 2021	To be Completed on September 28, 2022



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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
City Manager	1.00	1.00	1.00	1.00	1.00
Deputy City Manager	0.00	1.00	1.00	1.00	1.00
Assistant City Manager	2.00	1.00	1.00	1.00	1.00
Assistant to the City Manager	1.00	0.75	1.00	1.00	1.50
Administrative Assistant	2.00	1.00	1.00	1.00	1.00
Executive Assistant to the City Manager	1.00	1.00	1.00	1.00	1.00
Organizational Development & Training Specialist	1.00	0.00	0.00	0.00	0.00
Strategic Administrative Officer	1.00	1.00	0.00	0.00	0.00
Economic Development Representative	0.00	1.00	0.00	0.00	1.00
Strategic Communication & Training Specialist	0.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	9.00	8.75	7.00	7.00	8.50

Program Expenditures

Category	Actual FY 18-19	Actual FY19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,248,310	\$1,354,085	\$1,428,319	\$1,353,817	\$1,614,255
Operating Expenses	\$108,110	\$148,433	\$161,110	\$131,306	\$325,596
TOTAL EXPENDITURES	\$1,356,420	\$1,502,519	\$1,589,429	\$1,485,123	\$1,939,851

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 can be attributed to the transfer of the Assistant to the City Manager- Communication position from the Public Affairs Office as well as salary increases for all staff.

Office of the City Manager

Accomplishments, Goals & Objectives

FY 2021-2022 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 20.0%.

FY 2022-2023 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 2021	Budget FY 2022	Budget FY 2023
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, 2020	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	2
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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Administrative Assistant	0.00	0.80	0.80	0.80	1.00
Program Director	1.00	1.00	1.00	1.00	1.00
Program Associate	0.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	1.00	2.80	2.80	2.80	3.00

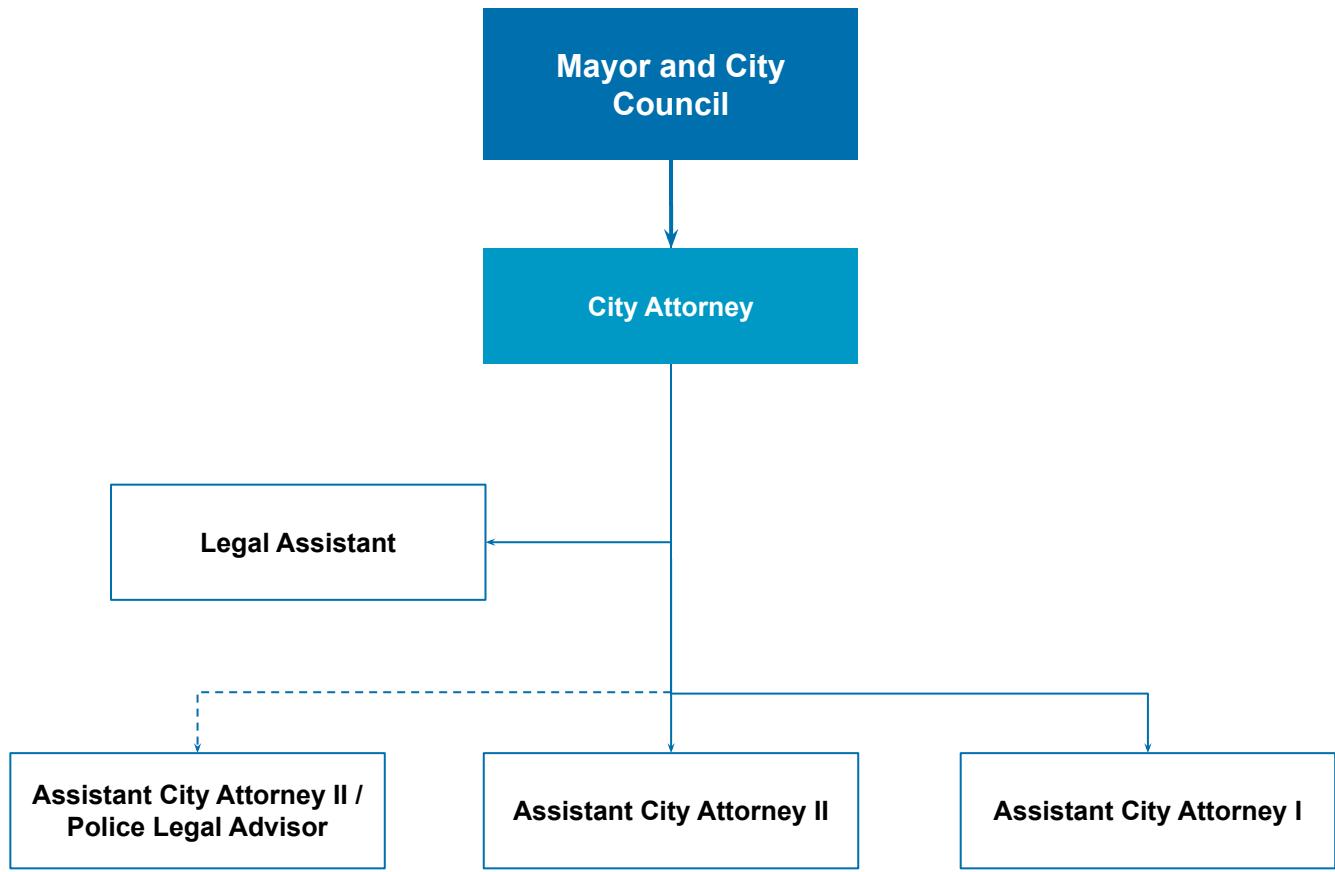
Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$197,922	\$224,022	\$238,816	\$242,464	\$295,646
Operating Expenses	\$501,910	\$489,584	\$705,247	\$450,124	\$924,145
TOTAL DIVISION	\$699,831	\$713,606	\$944,063	\$692,588	\$1,219,791

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



Health & Human Services - CDC Reach Rise Project

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
City Attorney	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney II	0.00	0.00	0.00	1.00	1.00
Assistant City Attorney I	0.00	0.00	0.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00	0.00	0.00
Intern	0.00	0.00	0.00	0.00	0.50
Legal Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	3.00	3.00	3.00	4.00	4.50

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$514,324	\$565,576	\$732,515	\$767,830	\$840,561
Operating Expenses	\$159,551	\$112,039	\$254,657	\$292,450	\$312,450
TOTAL EXPENDITURES	\$673,875	\$677,615	\$987,172	\$1,060,280	\$1,153,011

Health & Human Services - CDC Reach Rise Project

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- As of the date of submittal, claims on behalf of the City resulting in almost \$102,851.16 in surplus funds relating to liens against properties in the City.
- 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.

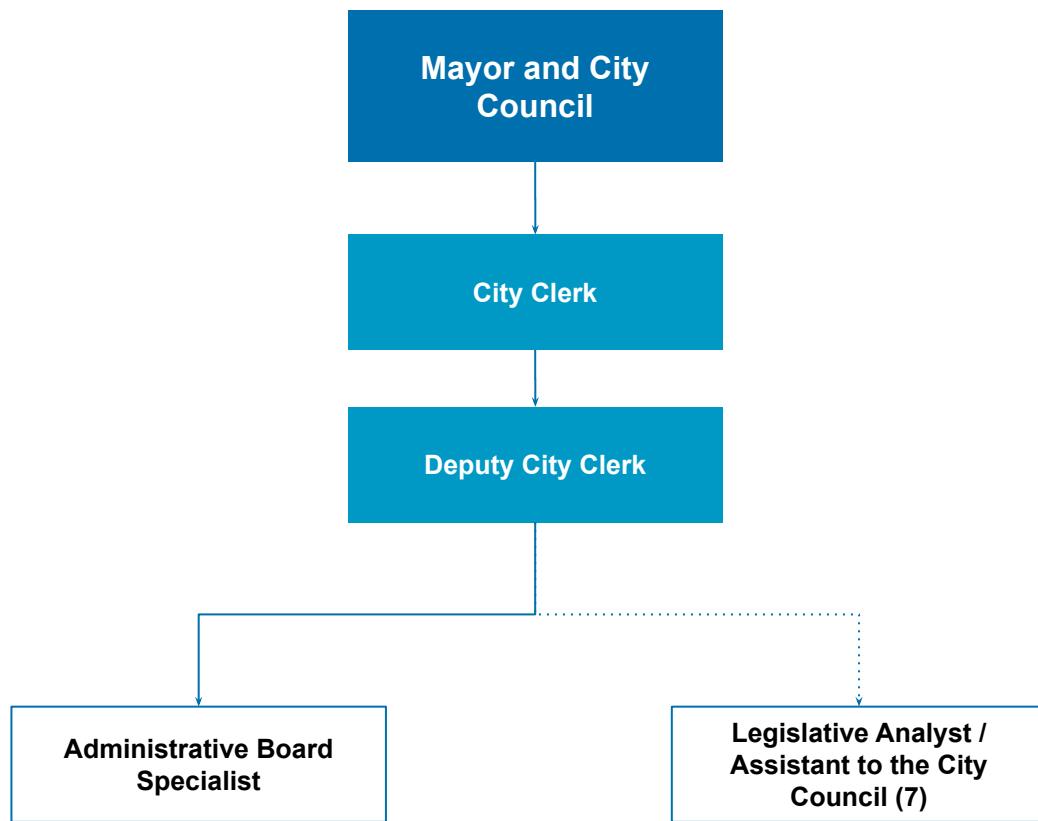
FY 2022-2023 Goals and Objectives

- Continuing to successfully represent the City with litigation matters.
- Working with the Jazz in the Gardens team for Jazz 2023
- Resolving the lawsuit with NMB.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Serve as legal advisor to the City Council, City Manager, Directors & other City officials and agencies.	Frequency in which advice is rendered.	Daily	Daily	Daily
Provide formal written and informal/oral opinions as requested by City Council, City Manager, Directors and Staff.	Number of legal opinions rendered.	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.	Majority	Majority	Majority
Serve as Legal Advisor to City staff.	Frequency in which advice is rendered.	Daily	Daily	Daily
Prepare Ordinances.	Number of Ordinances.	14	10	10
Prepare Resolutions.	Number of Resolutions.	200	200	200
Provide contract and other document review and preparation.	Number of contracts reviewed or prepared.	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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
City Clerk	1.00	1.00	1.00	1.00	1.00
Assistant to the City Clerk	1.00	0.00	0.00	0.00	1.00
Administrative Assistant	2.00	2.00	1.00	1.00	1.00
Deputy Clerk	0.00	1.00	1.00	1.00	1.00
Legislative Analyst/Assistant to the City Clerk	0.00	0.00	1.00	1.00	0.00
TOTAL STAFFING	4.00	4.00	4.00	4.00	4.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$422,897	\$458,984	\$485,968	\$520,886	\$581,660
Operating Expenses	\$154,225	\$126,986	\$133,634	\$122,685	\$115,685
TOTAL EXPENDITURES	\$577,123	\$585,970	\$619,602	\$643,571	\$697,345

Analysis

There are no major changes in the FY2023 budget as compared to the previous year. Sufficient funding has been made available to conduct the necessary operations of the Office.

Office of the City Clerk

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Conducted the 2022 Municipal Election.
- Processed over 321 public records request as of April 5, 2022.
- Implemented the use of electronic signature on legislative documents and contracts.
- Implement electronic campaign finance.
- Updated City's Boundary and Residential Districts maps due to recent annexation.

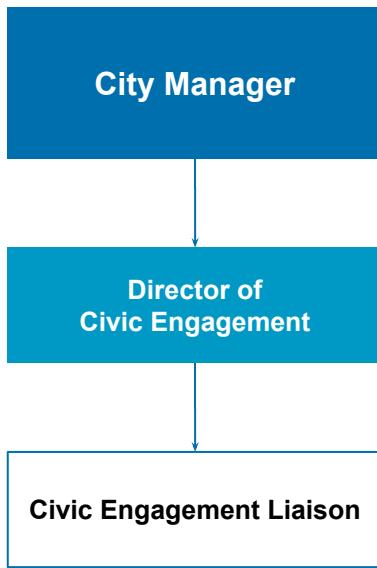
FY 2022-2023 Goals and Objectives

- Create a Citywide Records Management Policy.
- Fully train staff in archiving and records management.
- Enhance volunteerism and engage citizens by having a more effective recruiting for Boards and Committee vacancies.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
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.	95%	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.	90%	95%	100%
Prepare minutes for City Council approval per scheduled.	Percentage of minutes prepared per schedule.	90%	95%	100%
Provide efficiency in responding to Public Record Requests.	Provide responses within 15 working days of requests.	90%	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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Office Director of Civic Engagement	0.00	0.00	1.00	1.00	1.00
Civic Engagement Liaison	0.00	0.00	1.00	1.00	1.00
TOTAL STAFFING	0.00	0.00	2.00	2.00	2.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$28,895	\$223,184	\$216,800	\$246,227	\$254,182
Operating Expenses	\$12,709	\$179,801	\$51,094	\$112,000	\$42,500
TOTAL EXPENDITURES	\$41,604	\$402,985	\$267,894	\$358,227	\$296,682

Analysis

The decrease in Operating Expenses are the result of a reduction in Professional Services. Sufficient funding has been made available to conduct the necessary operations of the Office.

Office of Civic Engagement

Accomplishments, Goals & Objectives

FY 2021-2022 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.

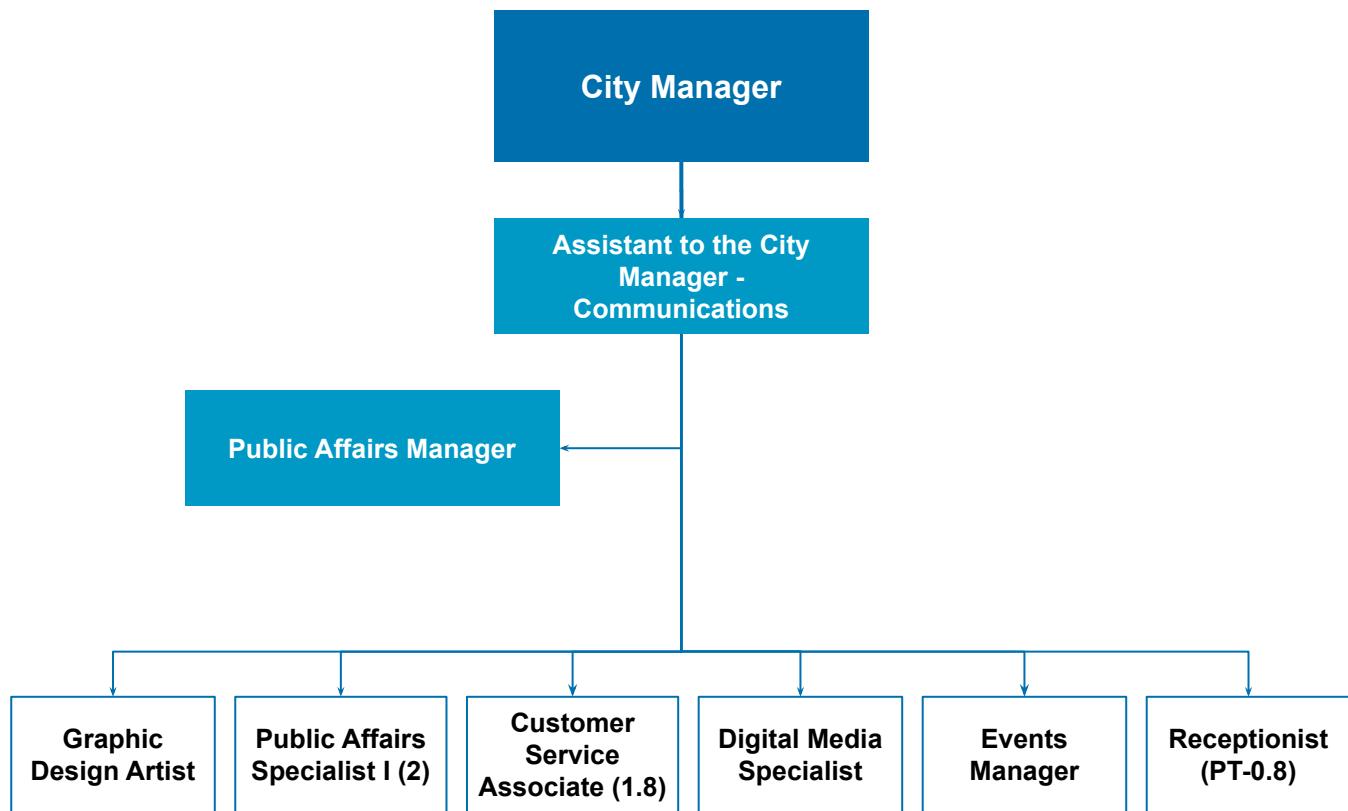
FY 2022-2023 Goals and Objectives

- 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 2021	Budget FY 2022	Budget FY 2023
Promote and maintain a positive City image.	Number of Outreach and collaborative opportunities achieved.	15	30	30
Encourage proactive civic engagement.	Number of residents that participate in engagement initiative	1,000	2,500	2,500
Provide business support and technical assistance	Number of businesses that receive assistance	N/A	50	50
Establish COVID-19 Vaccination Sites within Miami Gardens	Number of sites established within the City	N/A	3	3

Office of Public Affairs



Office of Public Affairs

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Assistant to the City Manager-					
Communications	0.00	0.00	0.00	1.00	0.00
Director of Public Affairs	1.00	1.00	1.00	0.00	0.00
Public Affairs Manager	0.00	0.00	0.00	1.00	1.00
Graphic Artist	1.00	1.00	1.00	1.00	1.00
Public Affairs Specialist II	0.00	1.00	2.00	1.00	0.00
Public Affairs Specialist I	1.00	1.00	0.00	0.00	2.00
Digital Media Specialist	0.00	1.00	1.00	1.00	0.00
Administrative Assistant	0.00	0.00	1.00	1.00	0.00
Receptionist (part-time)	0.00	0.00	2.40	1.60	0.80
Customer Service Associate	0.00	0.00	0.00	0.00	1.80
Events Manager	0.00	0.00	0.00	0.00	1.00
TOTAL STAFFING	3.00	5.00	8.40	7.60	7.60

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$343,605	\$475,199	\$337,024	\$604,596	\$504,940
Operating Expenses	\$347,861	\$566,109	\$323,201	\$329,500	\$497,500
TOTAL EXPENDITURES	\$691,467	\$1,041,308	\$660,226	\$934,096	\$1,002,440

Analysis

The increase in personnel costs is attributed to a 4% salary increase for all staff. Increase in Operations due to increase in Education & Training for staff.

Office of Public Affairs

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Produced a Departmental transitional plan for the organization as directed by the City Manager.
- Redesigned the City's website.
- Developed an employee recognition program.
- Developed a new employee orientation program.
- Launched Everbridge emergency alerts system.
- Streamlined/automate requests via Quickbase for Council requests for City resources.

FY 2022-2023 Goals and Objectives

- Implement wayfinding signage throughout the City.
- Automate Departmental requests for website updates.
- Launch the City's new promotional campaign.
- Launch MG TV (in collaboration with IT).
- Work with the Deputy City Manager to establish a valuation process for the City's assets for revenue generating opportunities.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Communicate information to the City's residents through written material.	Number of publications/flyers/ads/ electronic communications disseminated.	1,145	1,200	1,250
Effectively engage residents using social media.	Number of fans/followers/ subscribers on the City's Facebook, Twitter, Instagram, and constant contact page (cumulative total).	17,100	20,200	20,300
Promote quality cultural, educational and recreational programming for City residents.	Number of City-sponsored and cosponsored events.	282	305	305
Promote a positive image for Miami Gardens.	Number of graphic design projects produced.	269	300	300

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.

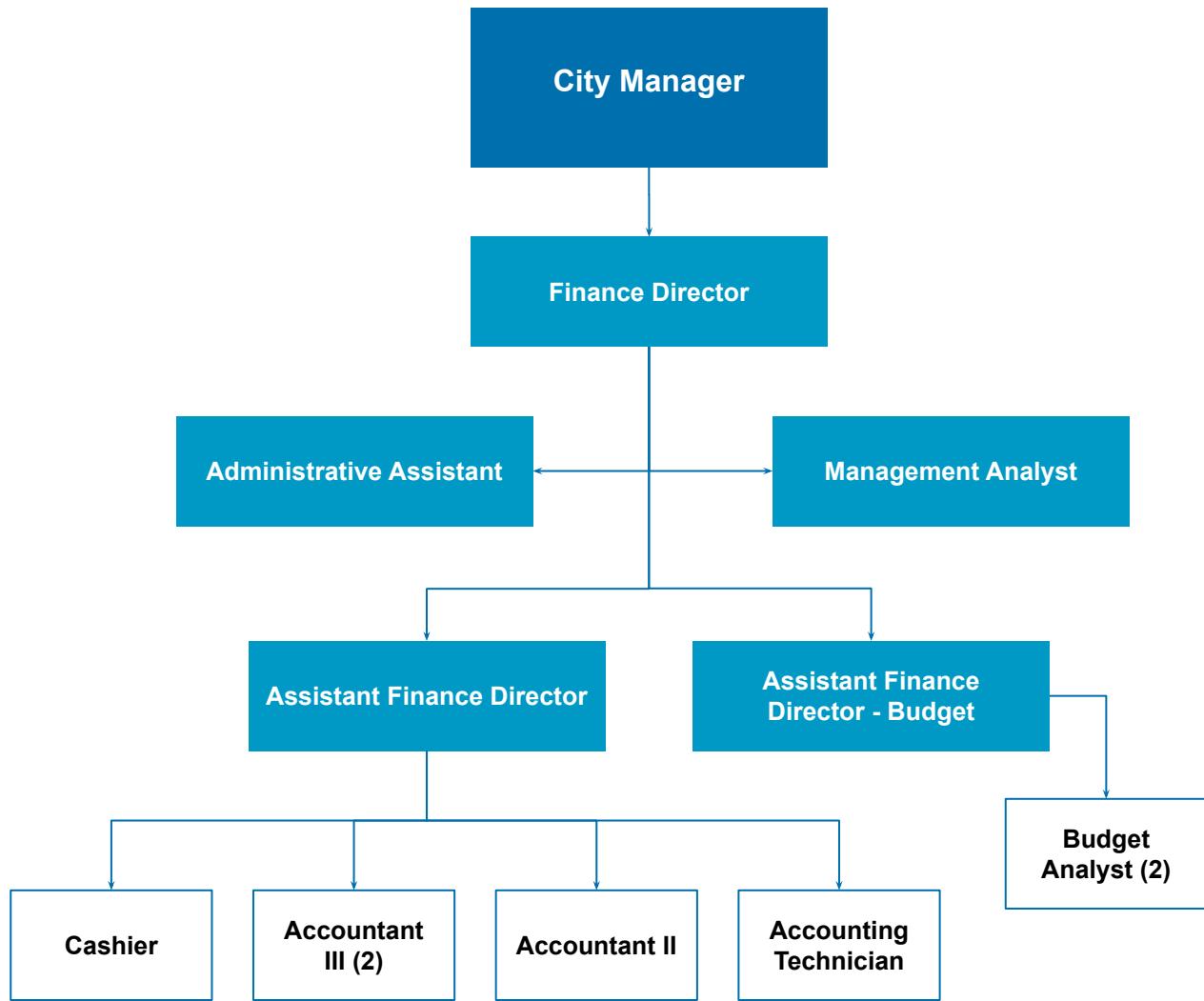
Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Operating Expenses	\$4,231,948	\$2,089,067	\$270,730	\$3,887,500	\$4,268,000
TOTAL EXPENDITURES	\$4,231,948	\$2,089,067	\$270,730	\$3,887,500	\$4,268,000



2022 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Finance Director	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	2.00	2.00	2.00	2.00	2.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Accountant III	1.00	1.00	2.00	2.00	2.00
Accountant II	2.00	2.00	0.00	0.00	1.00
Accountant I	1.00	1.00	1.00	1.00	0.00
Cashier	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.50	0.50	1.00
Accounting Technician	0.00	0.00	1.00	1.00	1.00
Budget Analyst	0.00	0.00	2.00	2.00	2.00
TOTAL STAFFING	9.00	9.00	11.50	11.50	12.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$850,472	\$1,017,162	\$1,205,822	\$1,267,042	\$1,431,321
Operating Expenses	\$83,953	\$94,956	\$87,719	\$110,081	\$103,862
TOTAL EXPENDITURES	\$934,424	\$1,112,118	\$1,293,541	\$1,377,123	\$1,535,183

Analysis

There are no major changes in FY 2023 budget as compared to the previous year. Sufficient funding has been made available to conduct the necessary operations of the department.

Finance Department

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Received GFOA Distinguished Budget Presentation Award for FY 2022 Budget document.
- Received Certificate of Achievement for Excellence in Financial Report (COA) for the FY 2021 Comprehensive Annual Financial Report.

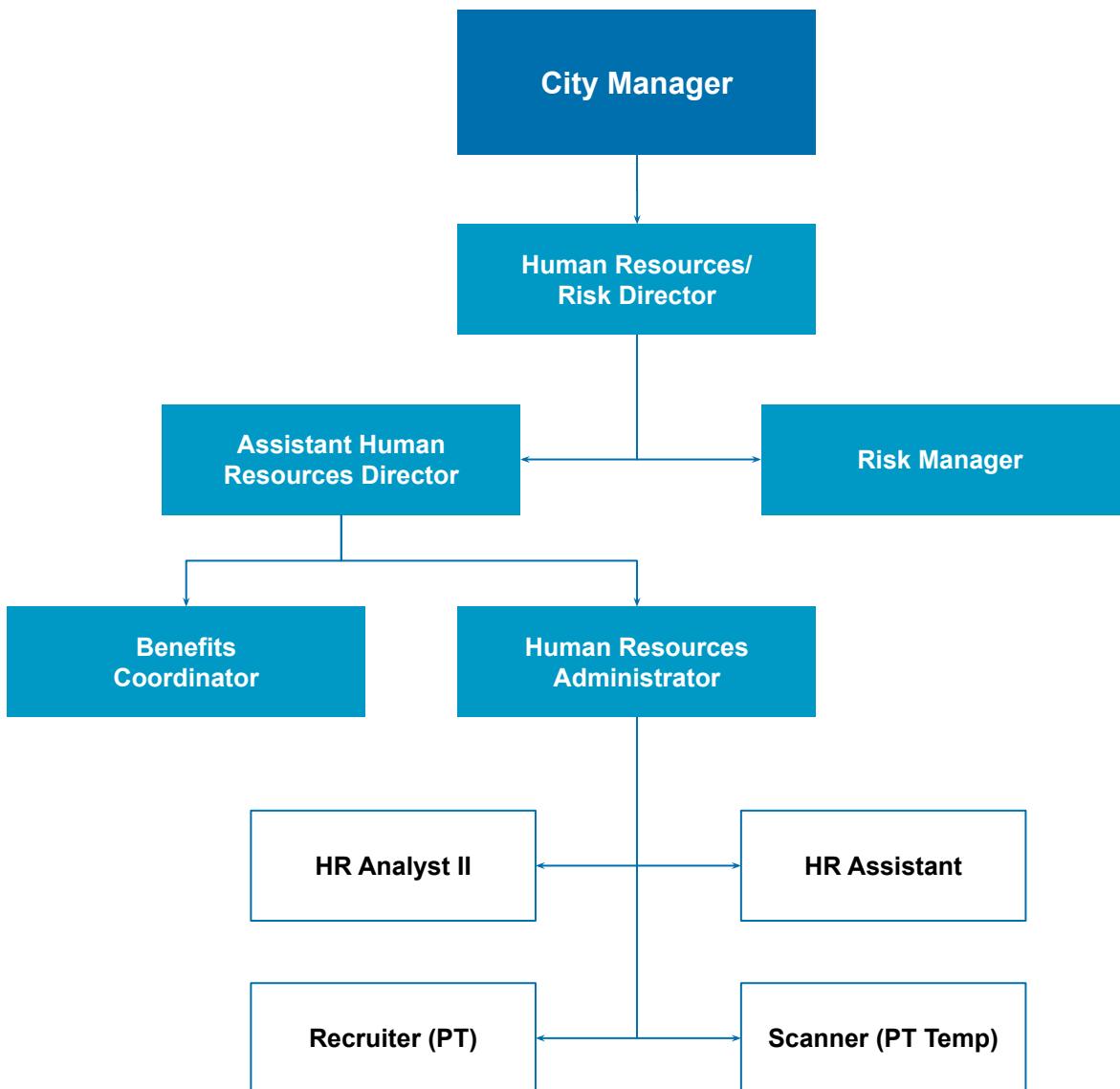
FY 2022-2023 Goals and Objectives

- To secure COA award for the FY 2022 Comprehensive Annual Financial Report and the Distinguished Budget Presentation Award for the FY 2023 Budget document.
- Automate Comprehensive Annual Financial Report

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Accurately provide financial reports to requesting agencies by their respective due dates.	Did the City provide financial reports on requested dates?	Yes	Yes	Yes
Obtain Certificate of Achievement for Excellence in Financial Reporting from GFOA.	Did the City receive the Award?	Yes	Not available until CAFR issued	Not available until CAFR issued
Obtain Popular Annual Financial Reporting Award from GFOA.	Did the City receive the Award?	Yes	Not available until PAFR issued	Not available until PAFR issued
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	Not Available until CAFR issued	Not Available until CAFR issued
Improve internal controls.	Number of Management Comments.	1%	0%	0%
Provide efficiency in Accounts Payable.	Payment made within 30 days.	73%	74%	80%
Accuracy in Accounts Payable.	Percentage of voided checks over total checks issued.	1.57%	1.30%	1.10%

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Human Resources and Risk Director	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Director	1.00	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Administrator	0.00	1.00	1.00	1.00	1.00
Benefits Administrator	0.00	0.00	0.00	1.00	1.00
Benefits Coordinator	0.00	1.00	1.00	0.00	0.00
Human Resources Analyst II	3.00	1.00	1.00	1.00	1.00
Recruiter (Part Time)	1.00	0.80	0.80	0.80	1.00
Receptionist	0.00	0.50	0.00	0.00	0.00
Receptionist (Part Time)	1.30	0.80	0.00	0.00	0.00
Scanner (Part Time)	0.00	0.80	0.80	0.80	0.80
HR Assistant	0.00	0.00	1.00	1.00	1.00
TOTAL STAFFING	8.30	8.90	8.60	8.60	8.80

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$964,214	\$1,020,833	\$1,044,790	\$1,096,780	\$1,191,816
Operating Expenses	\$155,877	\$139,886	\$139,669	\$209,048	\$187,635
TOTAL EXPENDITURES	\$1,120,091	\$1,160,719	\$1,184,458	\$1,305,828	\$1,379,451

Analysis

For FY 23, 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.

Human Resources Department

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Paperless Open Enrollment for 2022 Employee Benefits, including, Health Insurance, Life Insurance, Dental Insurance, Vision Insurance, and Disability Insurance.
- Implemented NEOGov program to make the onboarding process paperless.

FY 2022-2023 Goals and Objectives

- Develop succession plan for the Department.
- Successful contract negotiations for the Collective Bargaining Agreement between the PBA and the City of Miami Gardens.
- Successful Contract Negotiations for the Collective Bargaining Agreement between the Teamsters Union and the City of Miami Gardens.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
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 within 45 days.	0	2	4
During open enrollment, ensure that 100% of changes are accurately processed and entered into Eden.	Percentage of changes submitted to the insurance carrier within 30 days	92%	92%	95%

Office of Procurement Management



Office of Procurement Management

Mission

The Office of Procurement Management 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Procurement Director	1.00	1.00	1.00	1.00	1.00
Assistant Procurement Director	0.00	0.00	0.00	0.00	1.00
Senior Procurement Officer	0.00	1.00	1.00	1.00	0.00
Purchasing Officer	1.00	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00
Procurement Compliance Coordinator	1.00	0.00	0.00	0.00	0.00
Purchasing Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	5.00	5.00	5.00	5.00	5.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$453,483	\$428,940	\$429,329	\$522,501	\$583,907
Operating Expenses	\$25,489	\$24,602	\$26,048	\$29,125	\$27,669
TOTAL EXPENDITURES	\$478,972	\$453,543	\$455,377	\$551,626	\$611,576

Analysis

The Office of Procurement Management 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 2023 budget, as compared to the previous year. Sufficient funding has been made available to conduct the necessary operations of the Office.

Office of Procurement Management

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Managed and promoted City of Miami Gardens Business and Resident Economic Growth Plan (CMG-BREP).
- Hosted local outreach seminars.
- Maintained electronic vendor registration database.
- Maintained our electronic bidding only platform.
- Recognized March 2022 as Procurement Professional Month through City Council Proclamation.
- Maintained Southeast Florida Governmental Cooperative Group membership by attending local chapter meetings and served as lead agency on Bids.

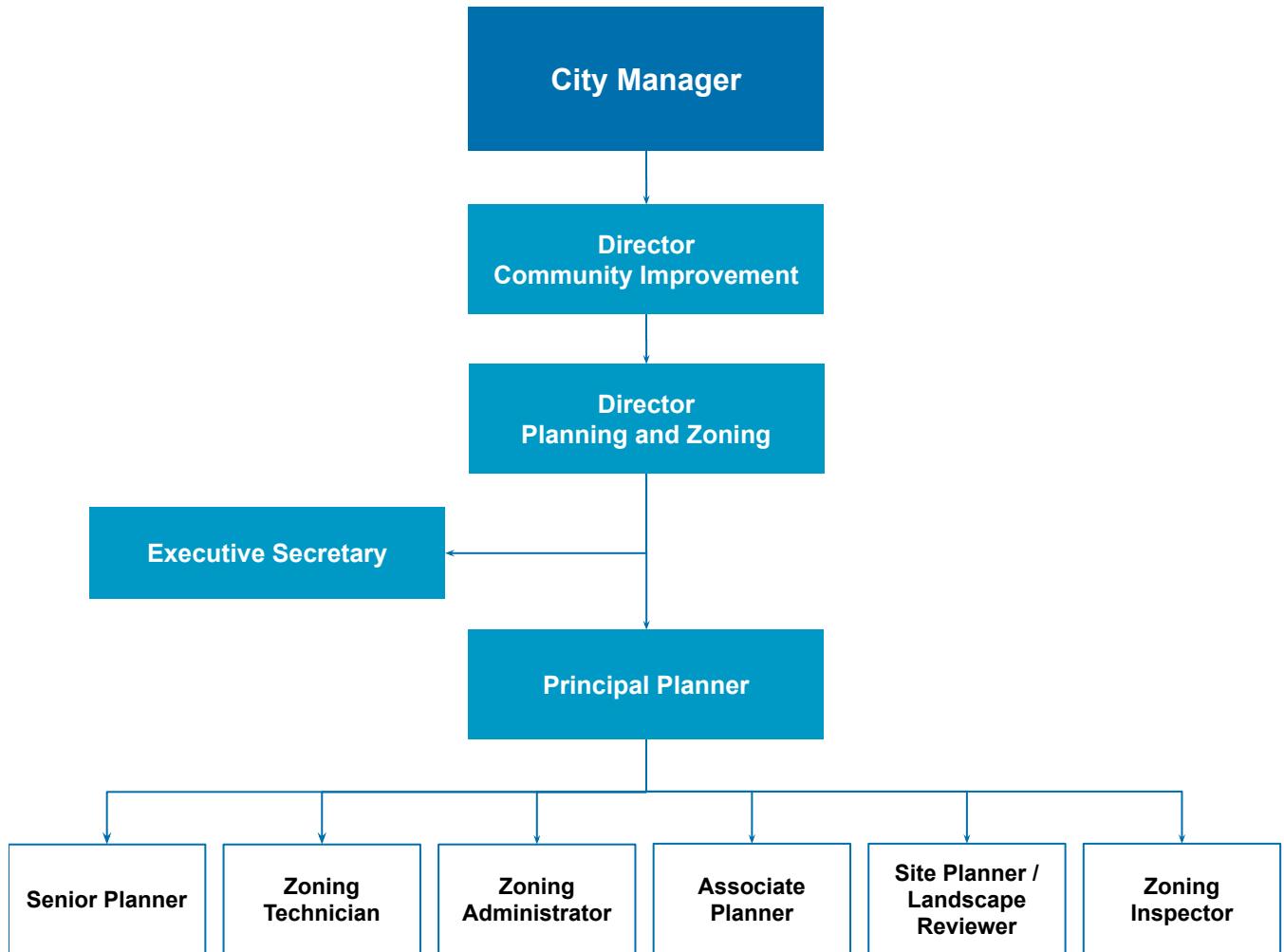
FY 2022-2023 Goals and Objectives

- Increase small business outreach and interaction with the City of Miami Gardens.
- Promotion of March as Procurement Month supported by City Council Proclamation and hold workshops to educate City staff and local vendors on the procurement process.
- Host (2) outreach seminars for local businesses on How to Do Business with the City of Miami Gardens.
- Revise Purchasing Card Manual.
- Host two (2) annual Citywide Procurement virtual training classes for City staff.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
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-BRE Program	20	20	20
Workload- volume of purchase orders processed within the Division.	Number of purchasing transactions.	595	650	700
Proficiency in processing Purchase Orders.	Purchase Orders processed within 5 days in receipt by Purchasing Divison.	average 1 day processing time	average 2 day processing time	average 2 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Planning & Zoning Director	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	0.00	0.00	1.00
Associate Planners	2.00	2.00	2.00	2.00	1.00
Executive Secretary	0.10	0.00	0.10	0.10	0.10
Zoning Inspector	0.00	1.00	1.00	1.00	1.00
Principal Planner	0.00	1.00	1.00	1.00	1.00
Environmental Permit Coordinator	0.00	0.00	0.00	1.00	0.00
Administrative Assistant	0.00	0.80	0.00	0.00	0.00
Zoning Administrator	0.00	0.00	1.00	1.00	1.00
Zoning Technician	0.00	0.00	0.00	0.00	1.00
Site Planner/Landscape Reviewer	0.00	0.00	0.00	0.00	1.00
Community Improvement Director	0.00	0.00	0.20	0.20	0.00
Intern	0.00	0.00	0.50	0.50	0.00
TOTAL STAFFING	4.10	6.80	6.80	7.80	8.10

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$519,675	\$646,784	\$660,086	\$794,744	\$788,668
Operating Expenses	\$51,871	\$107,488	\$154,284	\$122,161	\$112,161
Capital Outlay	\$-	\$41,056	\$20,235	\$18,608	\$24,147
TOTAL EXPENDITURES	\$571,546	\$795,328	\$834,605	\$935,513	\$924,976

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.

Planning and Zoning Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Adopted architectural design standards to continue improving design aesthetics of major projects throughout the City and continued enhancement of the City's commercial corridors.
- Updated the City Comprehensive Development Master Plan to incorporate changes at the County and State level to include Rapid Transit Zone and Property Rights Element
- Improved Public Participation process for quasi-judicial zoning proceedings
- Facilitated redevelopment of 119 acres of land owned by Calder Casino
- Successfully completed transition of Tree Permitting program from Miami-Dade County to the City.
- Developed general guidance material for staff, homeowners, property owners and property managers for proper tree care and compliance with new City landscape and tree protection ordinance

FY 2022-2023 Goals and Objectives

- Establish outdoor dining standards to facilitate demand for restaurants to expand their open air dining options post-Covid
- Establish an Innovation Overlay District for older, existing industrial areas
- Incorporate new annexation area into the City's land development regulations and comprehensive development master plan

Performance Indicators

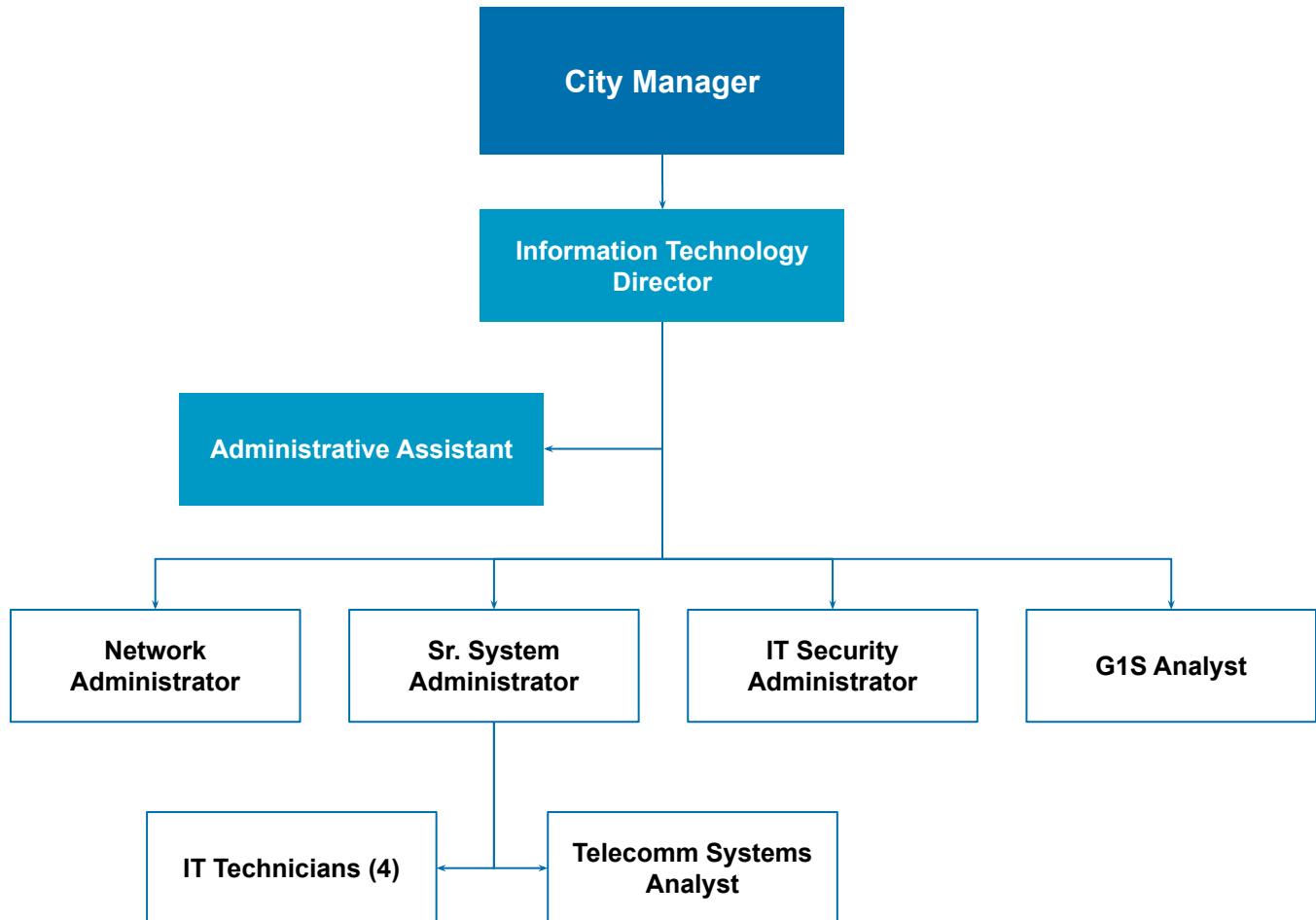
Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Respond to the increased demand for open air dining in response to the Covid-19 pandemic.	Creation of an easy reference Outdoor Dining guide to provide to new and existing restaurants within the City.	Not Measured	Not Measured	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%

Planning and Zoning Department - Planning & Zoning Grants

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Operating Expenses	\$6,512	\$-	\$-	\$-	\$-
TOTAL EXPENDITURES	\$6,512	\$-	\$-	\$-	\$-

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
IT Director	1.00	1.00	1.00	1.00	1.00
IT Web Content Administrator	1.00	0.00	0.00	0.00	0.00
Telecommunications System Analyst	1.00	1.00	1.00	1.00	1.00
Applications Systems Manager	1.00	0.00	0.00	0.00	0.00
IT Support Technician II	1.00	0.00	0.00	0.00	0.00
IT Junior Support Technician	1.00	0.00	0.00	0.00	0.00
IT Support Technician	4.00	3.00	4.00	4.00	4.00
Administrative Analyst	0.00	1.00	1.00	1.00	1.00
Senior Systems Administrator	0.00	0.00	1.00	1.00	1.00
IT Security Auditor	0.00	1.00	1.00	1.00	1.00
Network Administrator	0.00	1.00	1.00	1.00	1.00
IT Systems Administrator	0.00	1.00	0.00	0.00	0.00
City Hall IT Manager	0.00	1.00	0.00	0.00	0.00
GIS Analyst	0.00	0.00	0.50	0.50	0.50
TOTAL STAFFING	10.00	10.00	10.50	10.50	10.50

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$887,903	\$1,008,943	\$1,150,307	\$1,105,178	\$1,128,741
Operating Expenses	\$1,517,403	\$1,467,838	\$1,375,204	\$1,571,705	\$1,903,160
Capital Outlay	\$95,539	\$8,212	\$54,532	\$235,000	\$199,804
TOTAL EXPENDITURES	\$2,500,844	\$2,484,993	\$2,580,043	\$2,911,883	\$3,231,705

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. Operating increases are attributable to TV channel services, live-streaming service for council meetings, along with security and threat assesments.

Information Technology Department

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- The Office of Information Technology upgraded our Internet Service for City Hall, to match the same optic fiber standard of PD. We have also upgraded from SonicWall firewall to FortiGate, for a more stable connection while on-site or connected via VPN (Work from Home)
- Provided all local resources needed for a successful go live of Mark43 in collaboration with our Police Department.
- Successfully equipped Senior Family Center with connectivity to City Hall as well as public Wi-Fi and the Avaya phone system.
- Laptops with VPN access have continued being distributed from the current budget. We have identified 30% of the personal computer inventory is due for replacement.
- Created a database of Community Residential Home applications since 2006, and devised system in GIS for completing distance verification of new CRH applicants. This was completed with Planning and Zoning Department
- Conducted Live Healthy Miami Gardens Corner Store Walkshed Analysis
- The Office of Information Technology will replace the Nice Recording system to upgrade our Dispatch call center in the Communications Department at PD and allow up to 100 channels of recording (from currently 8). This upgrade will also allow for a newer version of the software with more security features. (Happening this fiscal year)

FY 2022-2023 Goals and Objectives

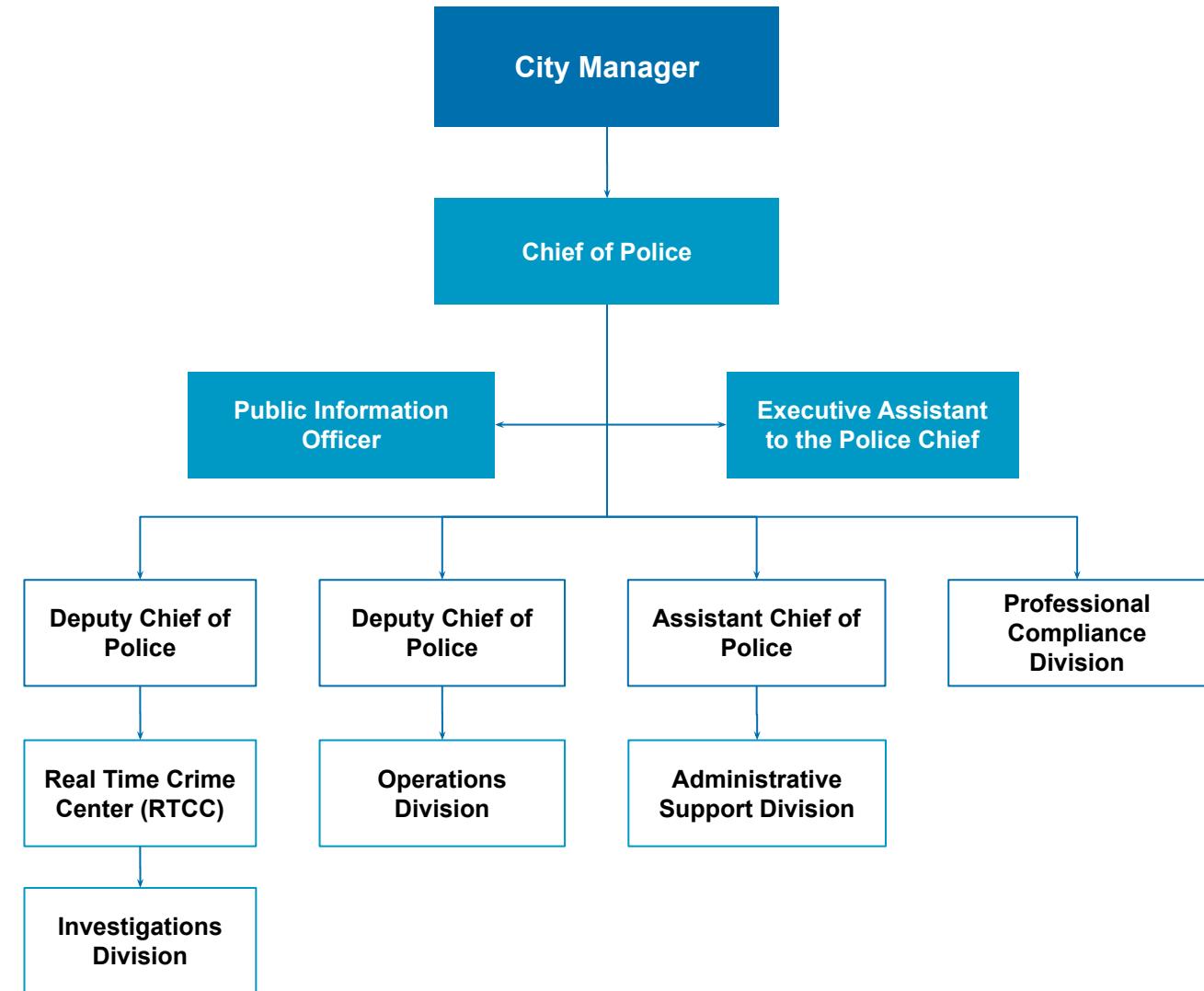
- The Office of Information Technology evaluate adopting cloud technologies while establishing secure protocols for CJIS information stored by our Police Department..
- The Office of Information Technology will implement new backup / disaster recovery that was approved for the present fiscal year, for faster recovery in case of a natural disaster, and to prevent cybersecurity incidents by using a more secure platform for backups.
- The completion of the Tyler Energov project is still pending by very little.
- The Office of Information Technology will consolidate our phone systems from having Cisco and Avaya, into Avaya in every connected location.
- The Office of Information Technology is working with the City Manager's office to acquire a more cost-effective grants management system to keep compliance, transparency, and consistency across departments and our grants applicants.
- The Office of Information Technology is working with the Public Affairs Department to implement a new PEG (Public Educational Government) TV Channel from Comcast, to air city content 24/7, as well as our council meetings.
- The Office of Information Technology is currently working with Finance to evaluate the replacement of our ERP, Eden by Tyler, Eden will be out of support by 2027 and this is at least a 3-year project.

Information Technology Department

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Improve remote working.	Laptop and vpn client installation. Improve city hall network connections	90%	100%	100%
Replace aging physical servers and switches for both City Hall and Police Department.	Measured the replacement of servers and switches.	40%	50%	50%
Replace aging laptops for the Police Laptop.	Measured by amount of users accessing the network and how much resources are needed.	40%	50%	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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Administration Division	\$33,578,287	\$35,035,607	\$35,120,509	\$41,451,470	\$43,850,358
Operations Division	\$29,406	\$62,584	\$76,494	\$76,000	\$72,000
Investigations Division	\$94,696	\$128,639	\$205,769	\$131,640	\$131,640
Support Services Division	\$329,100	\$455,548	\$228,976	\$315,407	\$312,007
School Crossing Guard	\$567,724	\$528,523	\$448,398	\$547,495	\$724,469
General Fund Total	\$34,599,215	\$36,210,900	\$36,080,146	\$42,522,012	\$45,090,474
COPS II Grant	\$1,344,722	\$1,439,037	\$1,502,026	\$-	\$-
COPS III Grant	\$1,282,183	\$1,319,304	\$1,261,914	\$-	\$-
COPS IV Grant	\$1,295,365	\$1,344,819	\$1,297,259	\$-	\$-
DOJ- Edward Bryne Grant	\$110,833	\$186	\$25,664	\$-	\$-
UASI Grant	\$113,200	\$113,197	\$36,663	\$-	\$-
Project Safe Neighborhoods Grant	\$-	\$-	\$3,067	\$-	\$-
COVID Emergency Supplemental Funding	\$-	\$-	\$48,632	\$-	\$-
State Grant- VOCA (Public Safety)	\$-	\$-	\$131,800	\$-	\$-
Grant Fund Total	\$4,146,302	\$4,216,543	\$4,307,026	\$-	\$-
TOTAL EXPENDITURES	\$38,745,516	\$40,427,443	\$40,387,171	\$42,522,012	\$45,090,474

Public Safety Department

Staffing Levels

Police Administration, Investigations , Operations & Support Services Divisions					
Authorized Positions	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Chief of Police	1.00	1.00	1.00	1.00	1.00
Deputy Police Chief	0.00	0.00	0.00	2.00	2.00
Asst. Chief of Police	2.00	2.00	2.00	1.00	1.00
Commander	1.00	1.00	2.00	2.00	2.00
Major	3.00	3.00	3.00	2.00	2.00
Captain	10.00	9.00	10.00	10.00	10.00
Sergeant	28.00	27.00	26.00	34.00	34.00
Police Officers	156.00	145.00	151.00	185.00	185.00
Police Cadet	1.00	13.00	7.00	0.00	0.00
Assistant City Attorney II	1.00	1.00	1.00	1.00	1.00
Executive Assistant to the Chief of Police	1.00	1.00	1.00	1.00	1.00
Accreditation Manager	0.00	0.00	0.00	1.00	1.00
Police Training Assistant	1.00	1.00	1.00	1.00	1.00
Diversiontont Coordinator	0.00	0.00	0.00	0.00	1.00
Administrative Assistant	2.00	3.00	4.00	4.00	4.00
Administrative Analyst	1.00	2.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	0.00	0.00	0.00
Community Service Aide	3.00	2.00	2.00	2.00	3.00
Records Clerk	5.00	5.00	5.00	5.00	5.00
Records Clerk Supervisor	1.00	1.00	1.00	1.00	1.00
Court Liaison/ Off-Duty Coordinator	1.00	1.00	1.00	1.00	1.00
Telecommunications Manager	1.00	1.00	1.00	1.00	1.00
Telecommunicator	16.00	16.00	16.00	16.00	16.00
Telecommunicator Trainee	0.00	0.00	0.00	4.00	4.00
Telecommunications Supervisor	2.00	2.00	2.00	2.00	2.00
Property & Evidence Custodian	2.00	2.00	2.00	2.00	2.00
Property & Evidence Custodian II	1.00	1.00	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00	2.00	2.00
Real Time Crime Analyst	3.00	3.00	8.00	8.00	8.00
Crime Analyst Supervisor	1.00	1.00	1.00	1.00	1.00
Crime Scene Supervisor	1.00	1.00	1.00	1.00	1.00
Crime Scene Technician	5.00	5.00	5.00	5.00	5.00
Investigative Assistant	1.00	1.00	1.00	1.00	0.00
Detention Officer	0.00	0.00	0.00	0.00	1.60
Traffic Assistant	2.00	2.00	2.00	2.00	2.00
TOTAL STAFFING	256.00	256.00	261.00	301.00	303.60

Public Safety Department - Police Administration Division



Public Safety Department - 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 Chief's 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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$32,177,430	\$33,290,222	\$33,494,613	\$39,609,773	\$41,906,791
Operating Expenses	\$1,342,897	\$1,737,384	\$1,625,896	\$1,826,697	\$1,928,567
Capital Outlay	\$44,961	\$-	\$-	\$-	\$-
Non-Operating Expenses	\$13,000	\$8,000	\$-	\$15,000	\$15,000
TOTAL EXPENDITURES	\$33,578,287	\$35,035,607	\$35,120,509	\$41,451,470	\$43,850,358

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.

Public Safety Department - Police Administration Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Hired twenty-one (21) individuals; to include seventeen (17) Certified Police Officer and four (4) Civilians.
- Maintained accreditation 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.
- Implemented a new Police Academy FastTrack Sponsorship Program tailored to meet the needs of the Miami Gardens Police Department.
- March 21, 2022 at 11:55 p.m., we were advised that the Interlocal Agreement for the City's annexation request of Ives Estate was executed. Police services began immediately.

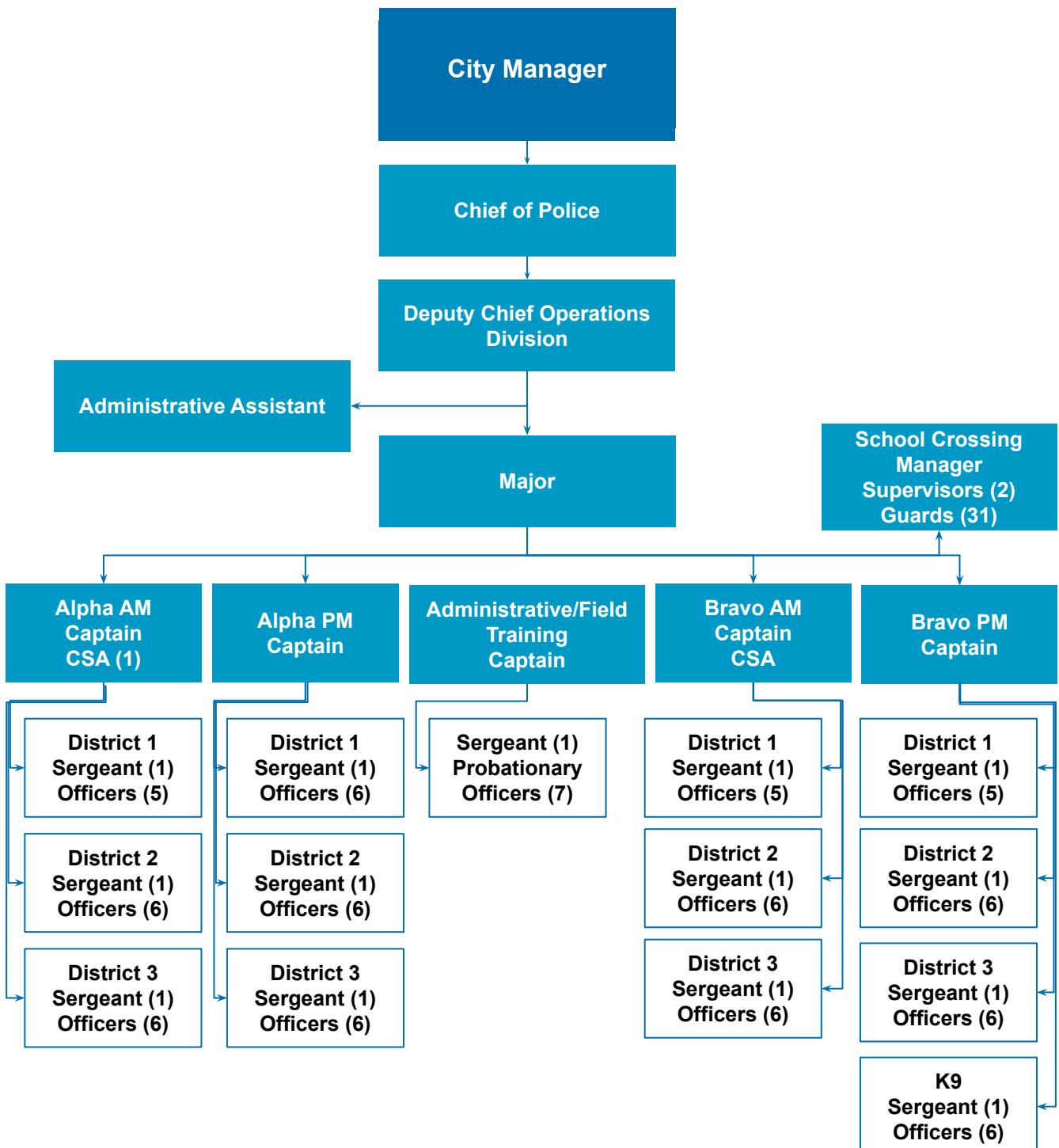
FY 2022-2023 Goals and Objectives

- Hire 19 Certified Police Officer.
- 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.
- Rolling out Benchmark Analytics for data and report collecting.
- Maintain the new Police Academy FastTrack Sponsorship Program to quickly and effectively fill vacancies due to attrition, with quality candidates.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Fill 100% of sworn vacancies within the Department within the fiscal year.	Percentage of sworn police officer vacancies filled.	100%	92%	100%
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



Public Safety Department - 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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Operating Expenses	\$29,406	\$62,584	\$76,494	\$76,000	\$72,000
TOTAL EXPENDITURES	\$29,406	\$62,584	\$76,494	\$76,000	\$72,000

Analysis

For Fiscal Year 2023, 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.

Public Safety Department - Police Operations Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Acquired a new Bloodhound K-9 from Jimmy Ryce Foundation.
- Provided high visibility in areas where there was an increase in crime.
- Assisted Code Enforcement with monthly Clean Sweeps
- Grinch Buster's, New Year's Eve, Memorial Day, Martin Luther King and Fourth of July proactive details.
- Two officers were selected for Miami-Dade Chief's Association for Law Enforcement Officers Award
- One sergeant was selected for a National Organization of Black Law Enforcement Executives Awards.

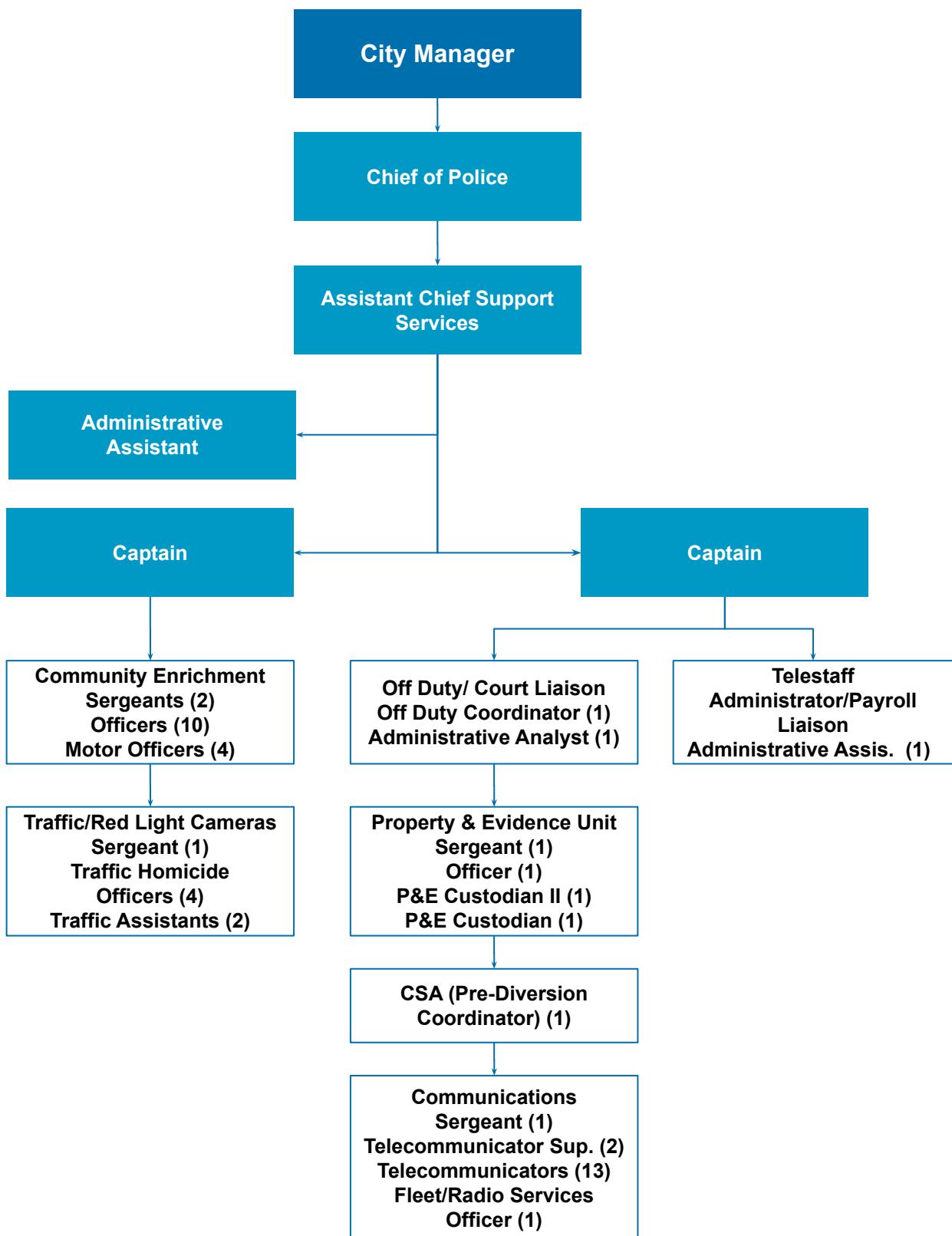
FY 2022-2023 Goals and Objectives

- Develop a Detention Officer Detail to help transport arrestees and allow patrol officers to continue maintain visibility and handle calls for service.
- Increase Community Service Aides to six to assist with the high volume of traffic accidents in the City.
- Decrease crime throughout the City and increase manpower in Operations.
- Certify Canine dogs in detection of narcotics, explosives, guns and missing/endangered persons.
- Build stronger bonds with local stakeholders (residential and commercial).
- Encourage neighborhood problem solving as part of its policing strategies.
- Develop a Homeless Program Detail to help control the number of Homeless men and women within the community.

Performance Indicators

Service	Actual FY 20-21	Actual FY 21-22	Projected FY 22-23
Population Served	114,284	114,284	114,284
Service Area	20 Sq. Miles	20 Sq. Miles	20 Sq. Miles
#FTE Employees	102	95	125
Arrests	1,677	679	*
Traffic Citations	4,540	1,418	*
Calls per officer	494	530	*
Arrests per 100,00	*	*	*

Public Safety Department - Police Investigations Division



Public Safety Department - 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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Operating Expenses	\$94,696	\$128,639	\$205,769	\$131,640	\$131,640
TOTAL EXPENDITURES	\$94,696	\$128,639	\$205,769	\$131,640	\$131,640

Analysis

The VOCA (Victim of Crime Acts) Grant for the Victim Advocate Unit was submitted by the State of Florida Attorney General's Office and has not been awarded to our agency as of yet for Fiscal Year 2023. 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.

Public Safety Department - Police Investigations Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Through thorough, passionate, and diligent investigative efforts, CID increased the clearance rate on all crime categories to an overall 34%, thereby facilitating the arrests of 163 offenders who were terrorizing the streets of the City of Miami Gardens.
- Reestablished its professional liaison with external law enforcement entities to use communication, innovative strategies and collaboration for prevention, arrest, and conviction of subjects. Established a Memorandum of Understanding and joined the South Florida Internet Crimes against Children Operational Task Force.
- Conducted anti-gun violence by targeting neighborhoods experiencing rising crime and violent offenders, resulting in the arrest of 479 violent offenders, seizures of 180,429 grams of marijuana, 1,360.5 grams of cocaine, 153 firearms, \$1,112,487 in US currency.
- Created the Gang Unit to document and investigate established and newly forming Gang/Group criminal activity with the intent to hinder and minimize the financial gains and involvement in felonious activity occurring with the City.
- Expanded its efforts to make victims aware of crime victim services, educate the youth in anti-bullying and date rape concerns.

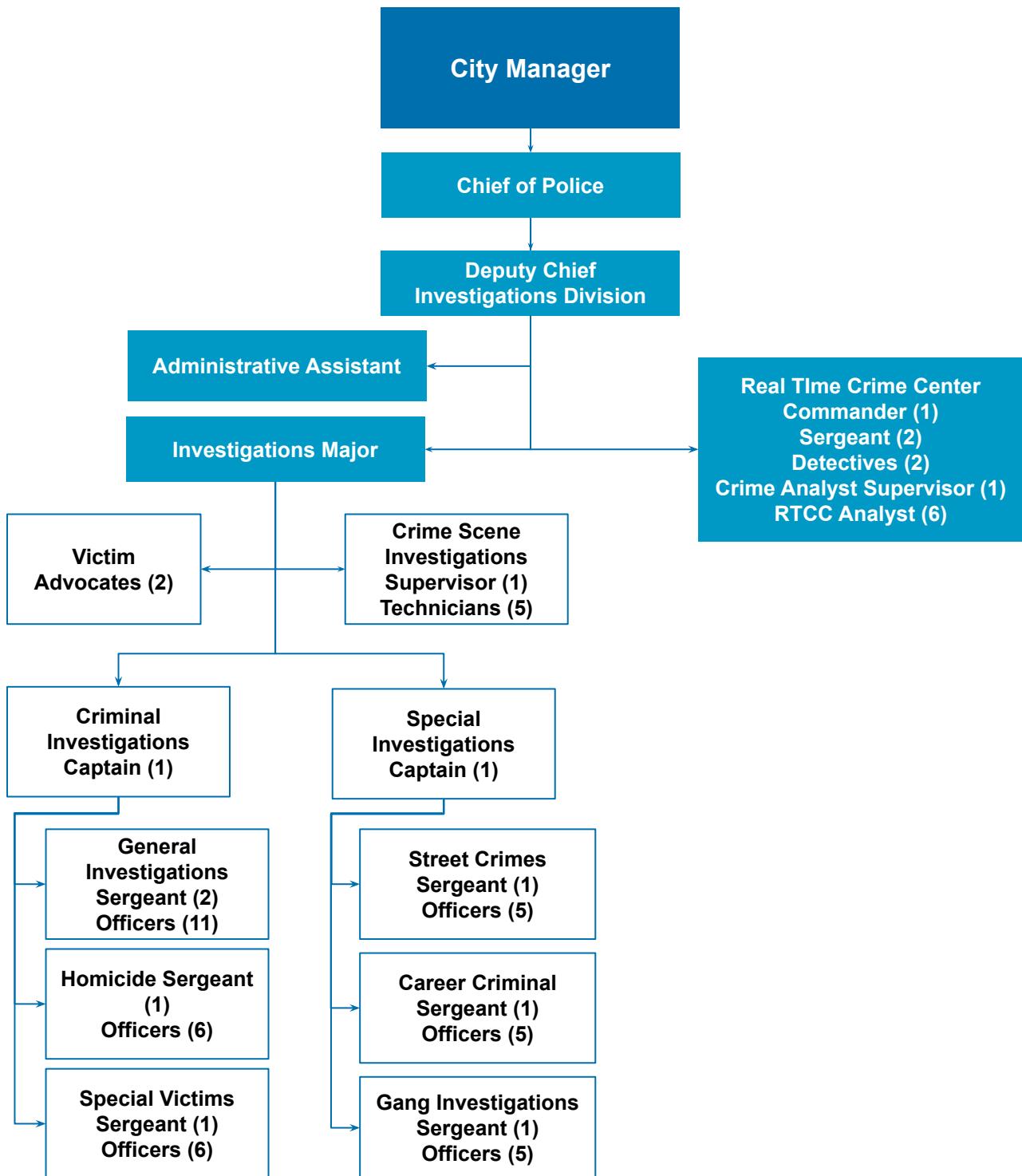
FY 2022-2023 Goals and Objectives

- To create of a Homeland Security Section to investigate and provide real-time information concerning potential crimes, threats, and interruptions to the quality of life to the citizens of Miami Gardens.
- Growing the Real Time Crime Center to a 24/7 operation.
- Continue to develop the newly formed Gang Unit by establishing the working relationships with our federal, state and local partners.
- Fill all vacancies within the Investigations Division.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Increase clearance rate on all crime categories by 5%.	Comprehensive Statistical (CompStat) Records Management System (RMS) date will be evaluated for all crime categories.	21%	18%	19%
Increase the homicide clearance rate by 5%.	Evaluate CompStat and RMS data.	42%	45%	46%

Public Safety Department - Police Support Services Division



Public Safety Department - Police Support Services Division

Mission

The Support Services Division is tasked with accomplishing many objectives within the Miami Gardens Police Department. The Division is broken down into the following Units: Community Enrichment Team (CET), Traffic and Motors, Traffic Homicide Investigations (THI), Property & Evidence, Records, Communications, Off Duty and Court Liaison Services., Fleet, False Alarms and Quartermaster. These Units assist the other Divisions within the Department by allowing them to carry out their functions in a more efficient manner. Support Division provides many of the internal and “back-office” support services for the efficient and effective functioning of the police department, supporting front-line personnel in the accomplishment of their duties as well as providing direct services to the community i.e. community events, issues, and meetings, and traffic issues within the city.

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$32,614	\$960	\$-	\$-	\$-
Operating Expenses	\$296,486	\$454,588	\$228,976	\$315,407	\$312,007
TOTAL EXPENDITURES	\$329,100	\$455,548	\$228,976	\$315,407	\$312,007

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.

Public Safety Department - Police Support Services Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Processed 238 Background Checks (October 1, 2021 – March 18, 2022).
- Processed and responded to over 2,891 public records requests (October 1, 2021 – March 18, 2022).
- Collected \$ 89,400.63 in revenue for the City of Miami Gardens (October 1, 2021 – March 18, 2022).
- Communications Unit received 28,741 Non 9-1-1 telephone calls and 10,889 9-1-1 telephone calls (October 1, 2021 – March 18, 2022).
- The CET Unit attended over 100 community meetings. The CET Unit prepared action plans for Juneteenth 2021, Rolling Loud 2021, Christmas in the Gardens 2021, and Jazz in the Gardens 2022. Which were all successful and had no major issues.
- The Red Light Camera reviews were reduced with the assistance of personnel within the division.

FY 2022-2023 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.
- Aggressively address traffic concerns within the city to limit the amount of crashes and THI investigations
- Continue to have active community involvement and address citizen concerns.
- PAL program Golf Tournament as a fundraiser to aid in funding the PAL Program.
- Continue to reduce the Red Light Camera reviews.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
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 NonPriority calls for service.	Average amount of dispatch time for Priority and NonPriority calls.	P-2.7 Min. NP-10.5 Min.	P-5.0 Min. NP-10.0 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Police Officers	10.00	10.00	10.00	0.00	0.00
TOTAL STAFFING	10.00	10.00	10.00	0.00	0.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,344,722	\$1,439,037	\$1,502,026	\$-	\$-
TOTAL EXPENDITURES	\$1,344,722	\$1,439,037	\$1,502,026	\$-	\$-

Public Safety Department - OPS III Grant Division

Staffing Levels

Authorized Positions	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Police Officers	10.00	10.00	10.00	0.00	0.00
TOTAL STAFFING	10.00	10.00	10.00	0.00	0.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,282,183	\$1,319,304	\$1,261,914	\$-	\$-
TOTAL EXPENDITURES	\$1,282,183	\$1,319,304	\$1,261,914	\$-	\$-

Public Safety Department - COPS IV Grant Division

Staffing Levels

Authorized Positions	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Police Officers	11.00	11.00	11.00	0.00	0.00
TOTAL STAFFING	11.00	11.00	11.00	0.00	0.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,295,365	\$1,344,819	\$1,297,259	\$-	\$-
TOTAL EXPENDITURES	\$1,295,365	\$1,344,819	\$1,297,259	\$-	\$-

Public Safety Department - Public Safety Grants

Mission

The Police Department has been the recipient of various State and Federal Grants to aid in carrying out its mission. This includes grants such as DOJ - Edward Bryne Grant, UASI Grant, Project Safe Neighborhoods Grant, COVID Emergency Supplemental Funding and State Grant- VOCA (Public Safety).

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$-	\$-	\$120,491	\$-	\$-
Operating Expenses	\$-	\$-	\$99,671	\$-	\$-
Capital Outlay	\$224,033	\$113,383	\$25,664	\$-	\$-
TOTAL EXPENDITURES	\$224,033	\$113,383	\$245,826	\$-	\$-

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
School Crossing Guard Supervisor	1.00	1.40	1.40	1.40	1.50
School Crossing Guard (Part Time)	15.40	15.00	13.75	13.75	13.75
School Crossing Guard Manager	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	17.40	17.40	16.15	16.15	16.25

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budgeted FY 21-22	Budget FY 22-23
Personnel Services	\$561,281	\$522,607	\$431,352	\$531,695	\$707,099
Operating Expenses	\$6,443	\$5,916	\$17,046	\$15,800	\$17,370
TOTAL EXPENDITURES	\$567,724	\$528,523	\$448,398	\$547,495	\$724,469

Analysis

For Fiscal Year 23, 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.

Public Safety Department - School Crossing Guard Program

Accomplishments, Goals & Objectives

FY 2021-2022 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.
- Promoted (1) PT Supervisor to FT. Promoted (1) SCG to PT Supervisor.

FY 2022-2023 Goals and Objectives

- Maintain adequate staffing for the School Crossing Guard function (During Covid-19).
- 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 2021	Budget FY 2022	Budget FY 2023
Safely cross 100% of the students who come into the area of responsibility of the school crossing guard.	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.	4	2	10
Work with Police Department or Community Organizations to share pedestrian safety information on at least 4 occasions.	Number of pedestrian safety information sessions.	4	2	10

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Code Enforcement Officer	10.00	10.00	9.50	8.50	8.50
Sr. Code Enforcement Officer	0.00	0.00	0.00	1.00	1.00
Code Enforcement Supervisor	2.00	2.00	2.00	2.00	2.00
Code Enforcement & License Manager	1.00	0.00	0.00	0.00	0.00
Permit & Licensing Administrative Analyst	0.00	0.00	0.00	1.00	1.00
Permit & License Clerk Supervisor	1.00	1.00	1.00	1.00	1.00
Sr. Permit & License Clerk	0.00	0.00	0.00	2.00	2.00
Permit & License Clerk	6.00	6.00	6.00	3.00	3.00
Housing Inspector	2.00	2.00	2.00	2.00	2.00
Code Enforcement & License Director	0.00	1.00	1.00	1.00	1.00
Code Enforcement Officer Train	0.00	0.00	0.00	0.00	1.00
Business Inspector	0.00	0.00	0.00	0.00	1.00
Community Improvement Director	0.00	0.00	0.20	0.20	0.00
TOTAL STAFFING	22.00	22.00	21.70	21.70	23.50

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,314,915	\$1,424,674	\$1,400,788	\$1,597,222	\$1,960,736
Operating Expenses	\$219,688	\$109,484	\$87,124	\$137,211	\$127,211
Capital Outlay	\$-	\$169,359	\$83,472	\$76,757	\$76,757
TOTAL EXPENDITURES	\$1,534,603	\$1,703,517	\$1,571,384	\$1,811,190	\$2,164,704

Analysis

For FY 2023, 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.

Code Compliance Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Implemented Hybrid Automated Special Master Process (Virtual and in Person)
- Increased special Night Operations in conjunction with CMGPD by 52%.
- Increased voluntary compliance by 30%
- Created two (2) code and Business License teams
- Initiated Strategic Zone Enforcement Task Force
- Created and maintained a Hot Spot Surveillance

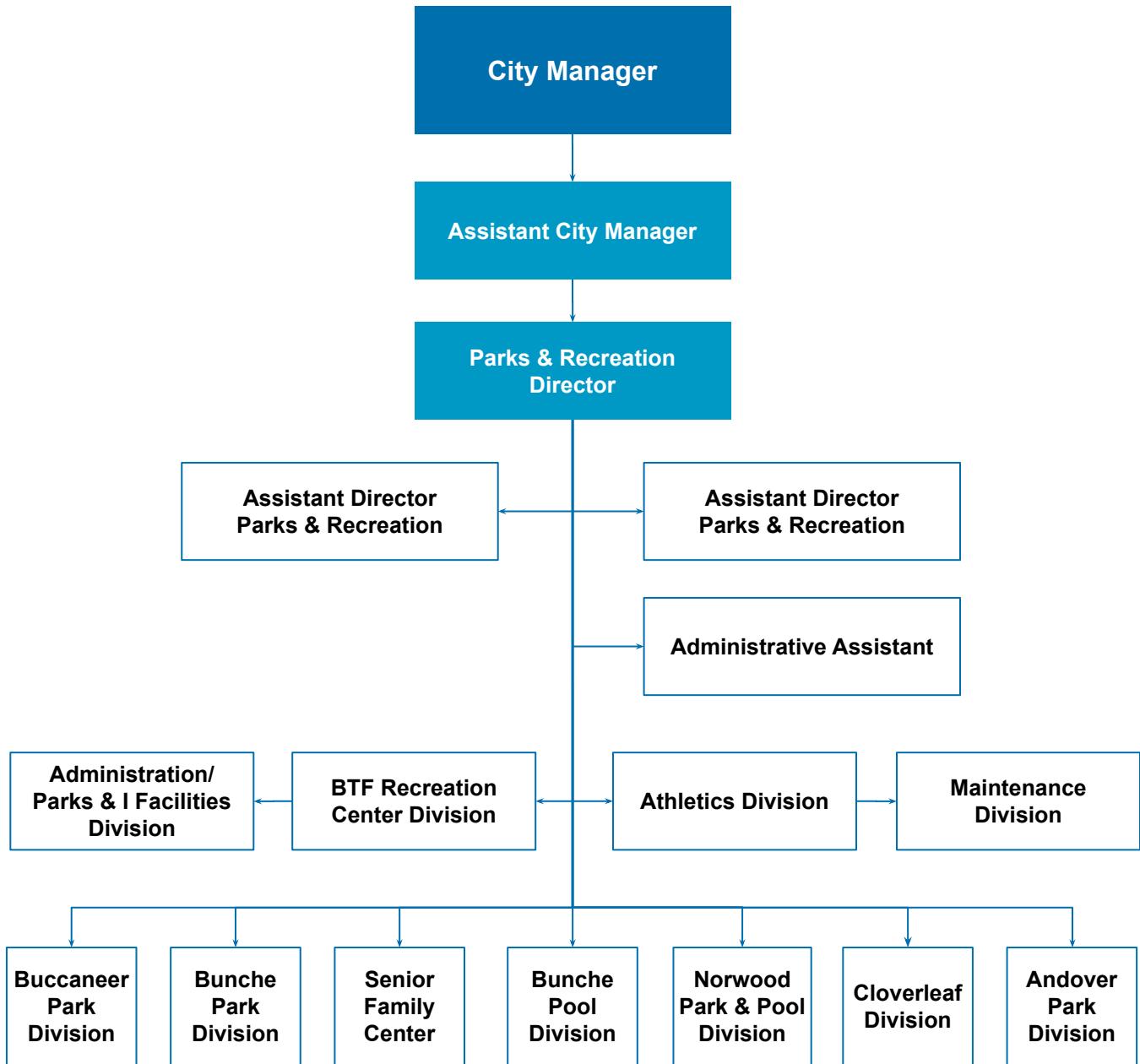
FY 2022-2023 Goals and Objectives

- Fully Automate Special Master Process
- Increase the number of Strategic Zone Enforcement Task Force
- Increase Department Commercial Vehicle Detail in conjunction with Night Operations with CMGPD by 45%
- Maintain and Improve a Hot Spot Surveillance initiative
- Increase Business licensing Enforcement for business identification
- Increase customer electronic payments methods and options

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Improve customer service delivery for customers.	Provide lien search results within 5-7 business days. Respond to customer complaints within 24-48 hours.	90%	92%	93%
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%	50%	65%
Identify & schedule cases for Special Masters Hearings.	Conduct 11 Special Masters hearings annually.	30%	90%	95%

Parks and Recreation Department



Parks and Recreation Department

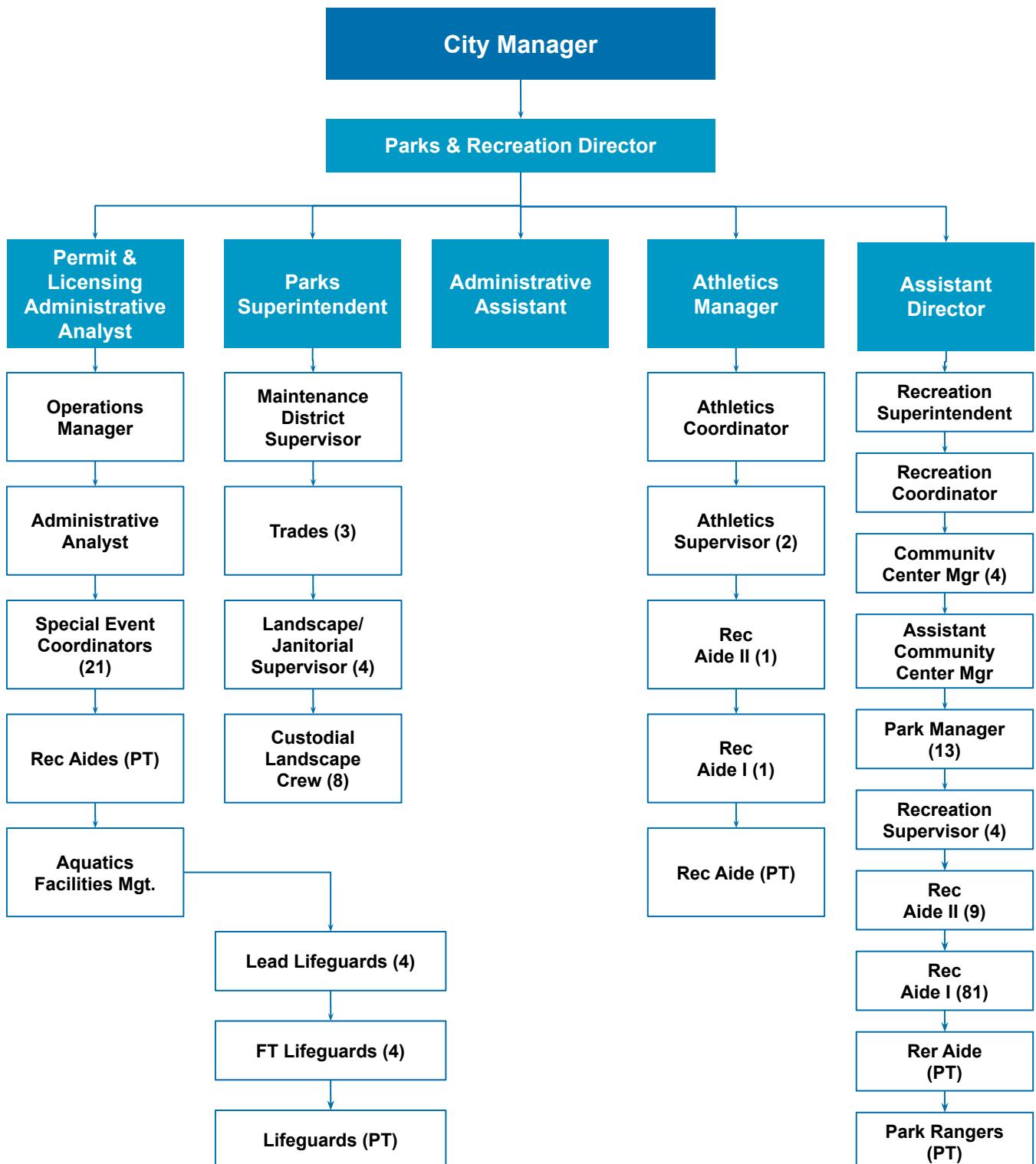
Mission

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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Administration Division	\$1,875,341	\$1,786,717	\$1,680,812	\$2,128,714	\$2,371,120
BTFRD Division	\$1,177,627	\$1,249,794	\$1,223,796	\$1,498,570	\$1,792,703
Athletics Division	\$1,089,718	\$716,167	\$832,846	\$1,370,850	\$1,113,831
Bunche Pool Division	\$64,866	\$242,009	\$310,160	\$387,185	\$368,518
Maintenance Division	\$1,380,109	\$1,171,831	\$1,238,173	\$1,407,481	\$2,093,729
Buccaneer Park Division	\$418,389	\$452,432	\$443,052	\$549,801	\$645,692
Norwood Park & Pool	\$15,792	\$310,320	\$364,223	\$753,643	\$598,097
Bunche Park Division	\$1,152	\$151,835	\$301,165	\$684,532	\$707,002
Senior Family Center	\$-	\$-	\$140,368	\$853,928	\$835,916
Cloverleaf Park	\$-	\$-	\$-	\$-	\$308,497
Andover Park	\$-	\$-	\$-	\$-	\$175,781
General Fund Total	\$6,022,993	\$6,081,103	\$6,534,596	\$9,634,704	\$11,010,886
Children's Trust- YAS Prog	\$122,706	\$140,718	\$124,902	\$282,150	\$282,150
Alliance For A Healthier Generation	\$4,000	\$-	\$3,849	\$-	\$-
Healthy Out Of School Time	\$-	\$-	\$3,536	\$-	\$-
Children's Trust- YEN Prog	\$48,262	\$71,823	\$58,720	\$125,240	\$-
Grant Fund Total	\$174,968	\$212,540	\$191,007	\$407,390	\$282,150
TOTAL EXPENDITURES	\$6,197,961	\$6,293,644	\$6,725,603	\$10,042,094	\$11,293,036

Parks and Recreation Department - Administration Division



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00
Teacher	0.00	0.00	1.70	1.70	1.70
Operations Service Manager	1.00	1.00	1.00	1.00	1.00
Recreation Aides	9.60	10.40	10.40	10.40	7.65
Recreation Aides II	3.00	3.00	3.00	3.00	2.00
Recreation Aides I	2.00	2.00	2.00	2.00	1.00
Information Officer	1.00	1.00	1.00	1.00	0.00
Recreation District Supervisor	1.00	0.00	0.00	0.00	0.00
Recreation Supervisor	4.00	4.00	3.00	3.00	0.00
Recreation Coordinator	1.00	0.80	1.00	1.00	1.00
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Parks & Recreation Director	1.00	2.00	2.00	2.00	2.00
Park Manager	0.00	0.00	0.00	0.00	2.00
Recreation Superintendent	0.00	0.00	0.00	0.00	1.00
Administrative Projects Manager	0.00	0.00	0.00	0.00	1.00
TOTAL STAFFING	26.60	27.20	28.10	28.10	23.35

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,265,893	\$1,316,076	\$1,306,910	\$1,602,651	\$1,855,179
Operating Expenses	\$609,448	\$470,641	\$373,902	\$526,063	\$505,191
Capital Outlay	\$-	\$-	\$-	\$-	\$10,750
TOTAL EXPENDITURES	\$1,875,341	\$1,786,717	\$1,680,812	\$2,128,714	\$2,371,120

Analysis

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

Parks and Recreation Department - Administration Division

Accomplishments, Goals & Objectives

FY 2021-2022 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 six (6) workshops for program afterschool participants and one (1) workshop with parents on how to make healthy smoothies using fruits and vegetables.
- 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.
- Groundbreaking events for Lester Brown and Bennett Lifter.
- Opening and Ribbon Cutting for Senior Family Center and Bunche Park.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Continued the sponsorship with Lowes to supplement the costs of a community gardening program.
- Coordinated Fright Night in the Gardens, Holiday Tree Lighting, Employee Thanksgiving Appreciation, Black History Food Truck Event, Valentine's Day Event, and Black Business Showcase and Resource Fair

FY 2022-2023 Goals and Objectives

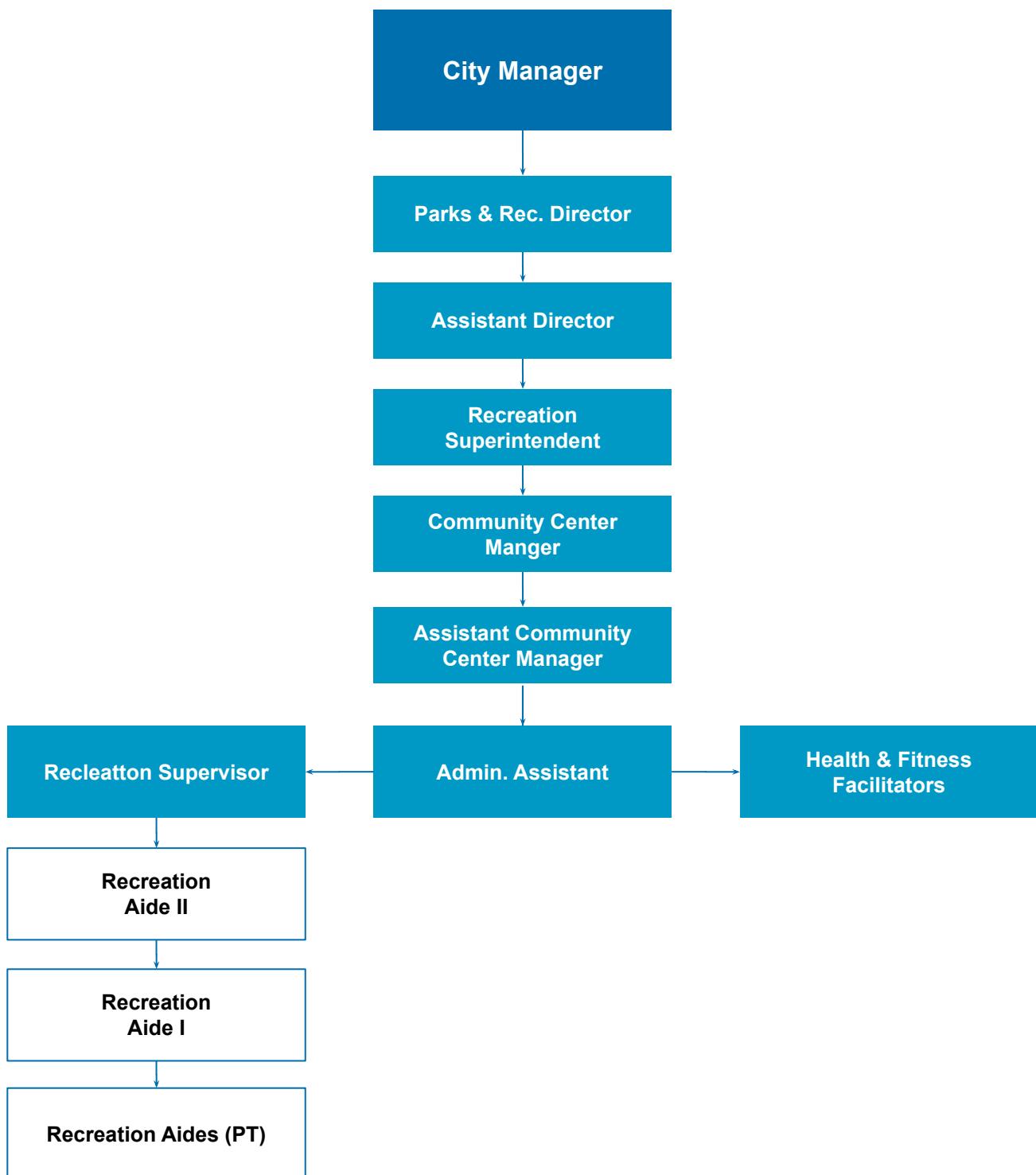
- Establish three (3) new partnerships with organizations to provide programs and activities for school age youth.
- Survey at least five (5) programs twice a year to gauge customer satisfaction of services (i.e. facility cleanliness, rentals, service providers and city run programs).
- Continue to offer 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.

Parks and Recreation Department - Administration Division

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
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:150 WC:45 SC: 100	ASC: 90 SC: 150 WC: 45 SC: 100	ASC: 90 SC: 150 WC: 45 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.	75% of all staff	75% of all staff	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	5	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



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Community Center Manager	2.00	1.00	1.00	1.00	0.00
Assistant Community Center Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	0.00
Recreation Supervisor	1.00	1.00	1.00	1.00	0.00
Janitorial Worker	1.60	1.60	1.60	1.60	0.80
Park Ranger Supervisor	1.00	1.00	0.00	0.00	0.00
Park Ranger	2.40	2.40	2.40	2.40	2.40
Recreation Aide	3.20	4.00	4.80	4.80	5.60
Recreation Aide I	2.00	2.00	2.00	2.00	2.00
Health & Fitness Facilitator	2.40	2.40	2.40	2.40	2.40
Event Specialist	1.00	1.00	1.00	1.00	0.00
Lead Lifeguard Water Safety In	0.00	0.00	0.00	0.00	1.00
Lifeguard Water Safety Instruc	0.00	0.00	0.00	0.00	0.80
Lifeguard Water Sfty Inst (Ft)	0.00	0.00	0.00	0.00	3.00
Aquatic Facility Manager	0.00	0.00	0.00	0.00	1.00
Park Manager	0.00	0.00	0.00	0.00	1.00
Chess Instructor	0.50	0.20	0.50	0.50	0.50
TOTAL STAFFING	19.10	18.60	18.70	18.70	21.50

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$669,878	\$594,108	\$605,620	\$881,385	\$1,115,855
Operating Expenses	\$507,749	\$655,686	\$618,176	\$617,185	\$676,848
TOTAL EXPENDITURES	\$1,177,627	\$1,249,794	\$1,223,796	\$1,498,570	\$1,792,703

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.

Parks and Recreation Department - Betty T. Ferguson Recreational Complex Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Offered classes to include Pilates, Martial Arts, Line Dancing, Yoga, Zumba, and Haitian Creole to the community.
- Hosted the Miami Gardens Fitness Challenge, Ole School Car Show, Community Karaoke, Stepping After Dark, and Music in the Park
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Established a new Facility Usage agreement with StubHub and Formula1 to utilize the recreational facility for ticket distribution.
- Began renovations in the interior rooms and hallways with paint, flooring, furniture and lighting.

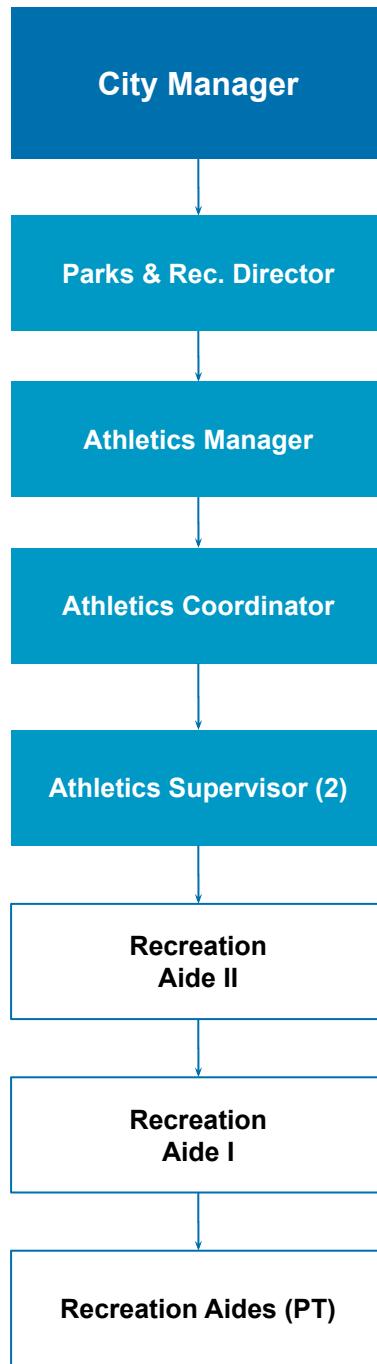
FY 2022-2023 Goals and Objectives

- 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.
- Continue to 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.
- Renovate Natatorium.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
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	3	3
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	3	3
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	75% of all staff	75% of all staff

Parks and Recreation Department - Athletics Division



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Community Center Manager	0.00	0.00	0.00	0.00	1.00
Athletics Manager	1.00	1.00	1.00	1.00	1.00
Athletics Coordinator	1.00	1.00	1.00	1.00	1.00
Athletics Supervisor	2.00	2.00	1.00	1.00	1.00
Aquatic Facility Manager	1.00	1.00	1.00	1.00	0.00
Recreation Aide I	2.00	2.00	2.00	2.00	1.00
Recreation Aide II	2.00	2.00	2.00	2.00	1.00
Lead Lifeguard Water Safety	1.00	1.00	1.00	1.00	0.00
Lifeguard Water Safety Instructor	4.10	2.80	3.80	3.80	0.00
Lifeguard	0.50	0.50	0.50	0.50	0.50
Lead Tutors/Tutor	2.42	1.50	0.00	0.00	0.00
Recreation Aide	0.00	4.00	4.00	4.00	0.80
TOTAL STAFFING	17.02	18.80	17.30	17.30	7.30

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$592,902	\$502,992	\$500,651	\$824,250	\$537,331
Operating Expenses	\$496,815	\$213,175	\$332,195	\$546,600	\$576,500
TOTAL EXPENDITURES	\$1,089,718	\$716,167	\$832,846	\$1,370,850	\$1,113,831

Analysis

The Athletics Division will continue to offer exceptional programs to the community. In FY22/23 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.

Parks and Recreation Department - Athletics Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Established new agreements with Marlins Youth Academy, Monstarz, and GOMA Tennis Academy to provide basketball, baseball, tennis and flag football programs.
- Continued the partnership with Florida Memorial Athletic Division for volunteers to assist with programs within the division.
- Established summer sports program for ages 6-14 and Summer Hoops Program for High school Girls.
- Renewed the Soccer for Success grant through the US Soccer Foundation.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

FY 2022-2023 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 additional non-traditional sports opportunities for youth.
- Renew the Soccer for Success grant through the US Soccer Foundation.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Develop ⁽³⁾ new aquatic programs, Ex. Scuba & Snorkeling.	Implement new programs	1	2	2
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.	Survey 20% of programs	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	75% of all staff	75% of all staff
Establish partnership with surrounding schools and churches.	Implement a marketing strategy to have information distributed within both schools and churches.	2	25% of schools and churches in the area	25% of schools and churches in the area

Parks and Recreation Department - Bunche Pool Division



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Lead Lifeguard Water Safety Instructor	0.80	0.80	0.80	0.80	1.00
Lifeguard Water Safety Instructor (PT)	1.00	1.00	1.00	1.00	2.75
Lifeguard	1.50	1.50	1.50	1.50	0.00
Lifeguard (Summer)	1.25	1.25	1.25	1.25	0.00
Lifeguard Water Sfty Inst (FT)	0.00	0.00	0.00	0.00	1.00
Park Manager	0.00	0.00	2.00	2.00	0.00
TOTAL STAFFING	4.55	4.55	6.55	6.55	4.75

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$42,805	\$155,342	\$237,293	\$318,256	\$274,644
Operating Expenses	\$22,061	\$86,667	\$72,867	\$68,929	\$93,874
TOTAL EXPENDITURES	\$64,866	\$242,009	\$310,160	\$387,185	\$368,518

Analysis

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

Parks and Recreation Department - Bunche Pool Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Developed Aqua Pole classes and continued Learn to Swim classes and Aqua Fit for the community.
- Staff attended various virtual FRPA sessions.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Implemented Summer Movie Night for July is Parks and Recreation Month.

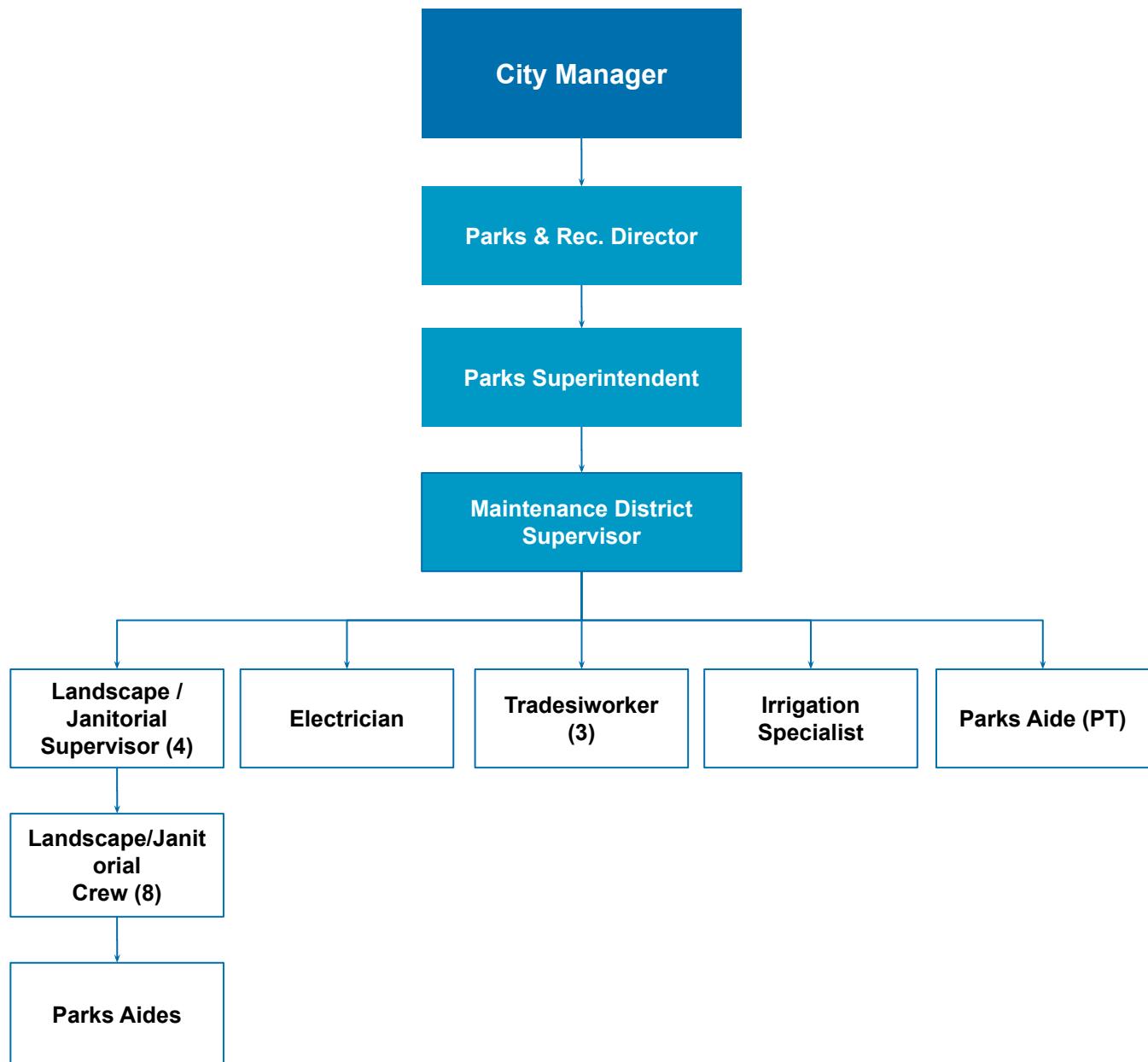
FY 2022-2023 Goals and Objectives

- Develop (3) new aquatic programs. (Such as Jr Lifeguarding, CPR/First Aid Classes).
- 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 2021	Budget FY 2022	Budget FY 2023
Develop ⁽³⁾ new aquatic programs, Ex. Scuba & Snorkeling.	Implement new programs	0	2	2
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.	Survey 20% of programs	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	75% of all staff	75% of all staff
Establish partnership with surrounding schools and churches.	Implement a marketing strategy to have information distributed within both schools and churches.	2	10% of schools and churches in the area	10% of schools and churches in the area

Parks and Recreation Department - Maintenance Division



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Maintenance District Supervisor	1.00	1.00	1.00	0.00	0.00
Park Maintenance Manager	0.00	0.00	0.00	1.00	1.00
Janitorial Supervisor	3.00	3.00	3.00	3.00	3.00
Janitorial Worker	3.00	3.00	3.00	3.00	4.00
Landscape Supervisor	3.00	3.00	2.00	1.00	1.00
Landscape Worker	6.00	6.00	6.00	6.00	6.00
Trades Worker	3.00	3.00	4.00	5.00	5.00
Irrigation Supervisor	0.30	0.30	0.30	0.30	0.30
Park Aide	0.00	0.00	0.00	0.00	6.20
Parks Superintendent	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	20.30	20.30	20.30	20.30	27.50

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$970,806	\$925,934	\$918,533	\$1,101,970	\$1,661,358
Operating Expenses	\$409,303	\$239,902	\$319,640	\$305,511	\$432,371
Capital Outlay	\$-	\$5,995	\$-	\$-	\$-
TOTAL EXPENDITURES	\$1,380,109	\$1,171,831	\$1,238,173	\$1,407,481	\$2,093,729

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.

Parks and Recreation Department - Maintenance Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Continue to align Park Maintenance staff to work closely with recreation staff to address deficiencies and repairs as needed.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.
- Continue to implement a maintenance plan to include check lists, service logs to insure equipment is maintained and service according to industry and manufacturer standards.

FY 2022-2023 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, leadership skills 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 2021	Budget FY 2022	Budget FY 2023
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.	150	200	200

Parks and Recreation Department - Buccaneer Park Division



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Community Center Manager	0.00	1.00	1.00	1.00	1.00
Asst. Community Center Manager	0.00	1.00	1.00	1.00	0.00
Park Manager	0.00	0.00	0.00	0.00	1.00
Recreation Aide II	0.00	1.00	1.00	1.00	1.00
Recreation Aide I	0.00	1.00	1.00	1.00	1.00
Recreation Aide	0.00	3.40	3.40	3.40	5.00
TOTAL STAFFING	0.00	7.40	7.40	7.40	9.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$291,290	\$329,061	\$327,178	\$358,735	\$476,231
Operating Expenses	\$127,099	\$123,371	\$115,874	\$191,066	\$169,461
TOTAL EXPENDITURES	\$418,389	\$452,432	\$443,052	\$549,801	\$645,692

Analysis

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

Parks and Recreation Department - Buccaneer Park Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Partnered with GOMA Tennis Academy and Miami Tennis Outreach to provide a Tennis program to the community.
- Assisted with various community events (such as Baha Reunion, Toy Giveaway and Bingo with a Twist).
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

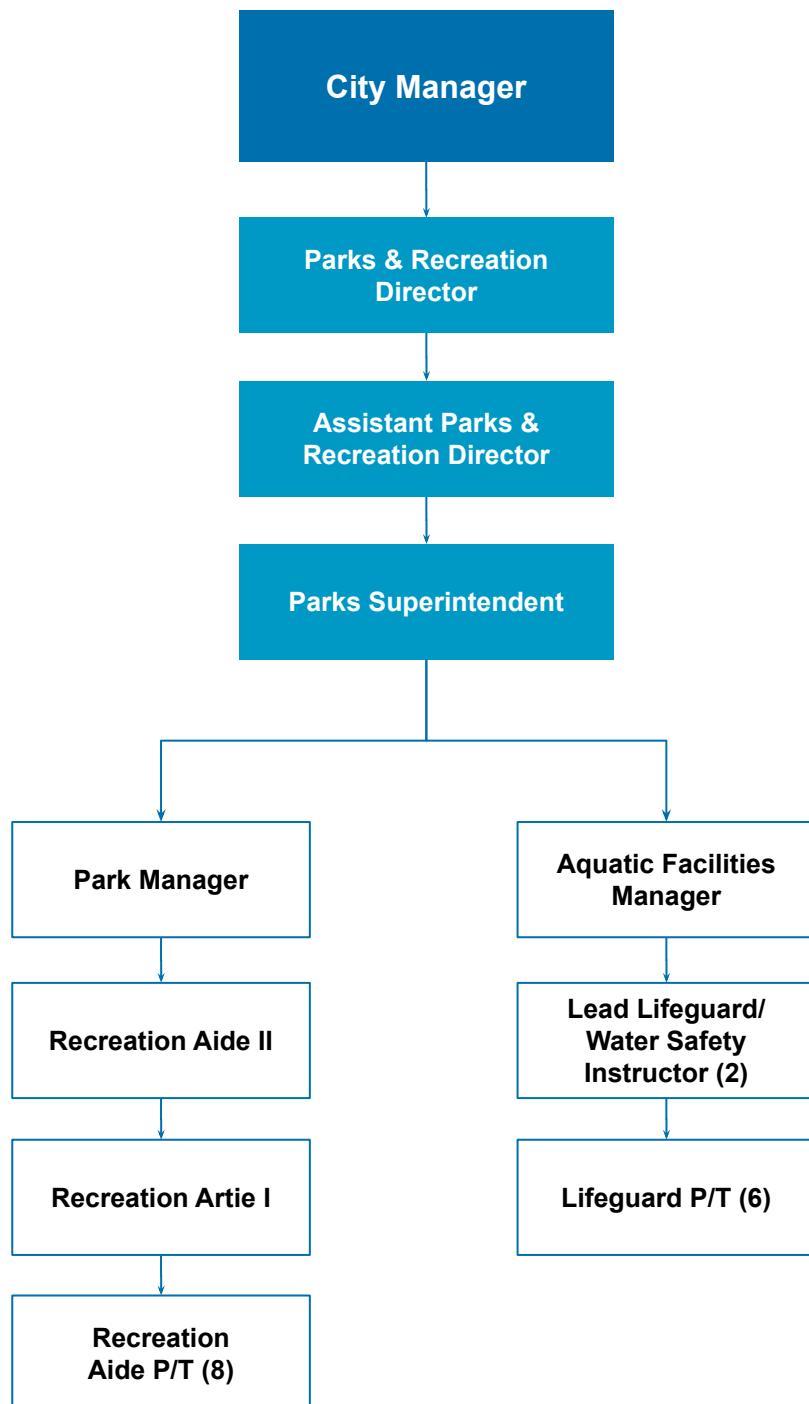
FY 2022-2023 Goals and Objectives

- 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 2021	Budget FY 2022	Budget FY 2023
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	75% of all staff	75% of all staff
Implement programs to focus on recreation and education at all city recreational facilities.	Number of new programs	0	1	1

Parks and Recreation Department - Norwood Park & Pool Division



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Recreation Supervisor II	0.00	1.00	1.00	1.00	0.00
Recreation Aide II	0.00	1.00	1.00	1.00	0.00
Recreation Aide I	0.00	1.00	1.00	1.00	0.00
Recreation Aide	0.00	4.00	4.00	4.00	1.20
Lead Lifeguard Water Safety	0.00	2.00	2.00	2.00	1.80
Lifeguard	0.00	3.90	3.90	3.90	2.40
Park Manager	0.00	0.00	0.00	0.00	2.00
TOTAL STAFFING	0.00	12.90	12.90	12.90	7.40

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$2,555	\$141,094	\$153,030	\$476,126	\$316,896
Operating Expenses	\$13,237	\$169,226	\$211,193	\$277,517	\$281,201
TOTAL EXPENDITURES	\$15,792	\$310,320	\$364,223	\$753,643	\$598,097

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.

Parks and Recreation Department - Norwood Park & Pool Division

Accomplishments, Goals & Objectives

FY 2021-2022 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.
- Partnered with Monstarz to offer Basketball clinics for ages 6-14.
- Offered swim lessons for youth and adults.
- Partnered with PSWAP for evening swim lessons and lifeguarding and CPR/First Aid classes.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

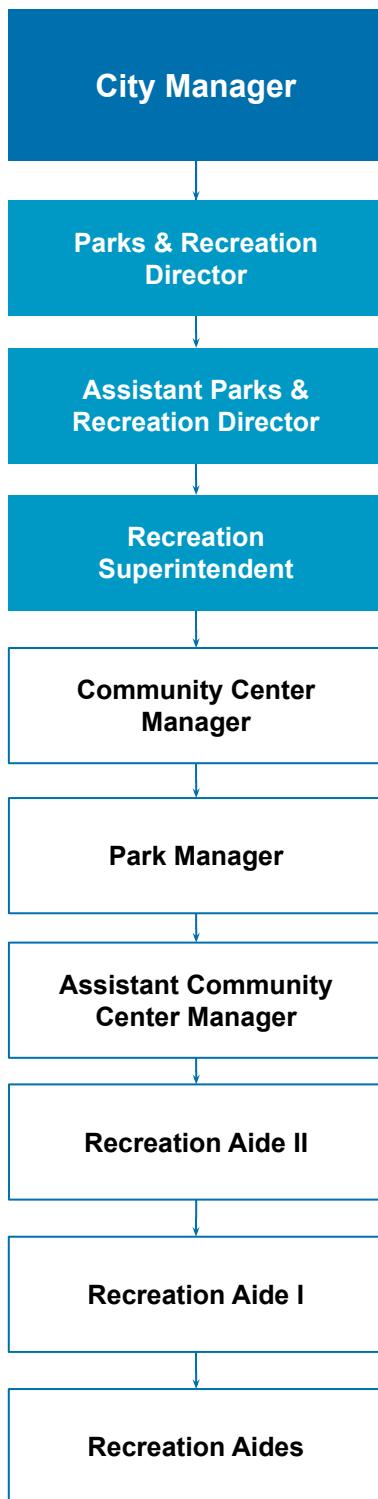
FY 2022-2023 Goals and Objectives

- 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 2021	Budget FY 2022	Budget FY 2023
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.	ASC: 18 SC: 18 WC: 18 SC: 30	ASC: 12 SC: 25 WC: 5 SC: 10	ASC: 12 SC: 25 WC: 5 SC: 10
Create innovative aquatic programming to educate while providing physical fitness and water safety.	Number of new programs established	0	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.	2	75% of all staff	75% of all staff

Parks and Recreation Department - Bunche Park Division



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Community Center Manager	0.00	1.00	1.00	1.00	1.00
Park Manager	0.00	0.00	0.00	0.00	1.00
Recreation Supervisor II	0.00	1.00	1.00	1.00	1.00
Event Specialist	0.00	1.00	1.00	1.00	0.00
Recreation Aide II	0.00	1.00	1.00	1.00	0.00
Recreation Aide I	0.00	1.00	1.00	1.00	0.00
Recreation Aide	0.00	5.00	5.00	5.00	2.80
TOTAL STAFFING	0.00	10.00	10.00	10.00	5.80

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$-	\$132,710	\$154,554	\$445,542	\$341,484
Operating Expenses	\$1,152	\$19,124	\$146,611	\$238,990	\$365,518
TOTAL EXPENDITURES	\$1,152	\$151,835	\$301,165	\$684,532	\$707,002

Analysis

Bunche Park 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.

Parks and Recreation Department - Bunche Park Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Partnered with SEEK to provide STEAM Saturdays, afterschool and camp programs.
- Partnered with Next Generation, RAW Lacrosse, Whole Armor, Paint with Faith, and Global Gymnastics and Fitness to provide programming to the community.
- Established a Facility Usage agreement with True Prep Academy and Dade Christian to utilize Bunche Park Field for practices and games.
- Offered programs such as gymnastics, volleyball, dance, chess, lacrosse, wrestling, painting, digital arts, chess, and walking club.
- Reactivated the Bunche Park Cowboys Youth football and cheer.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

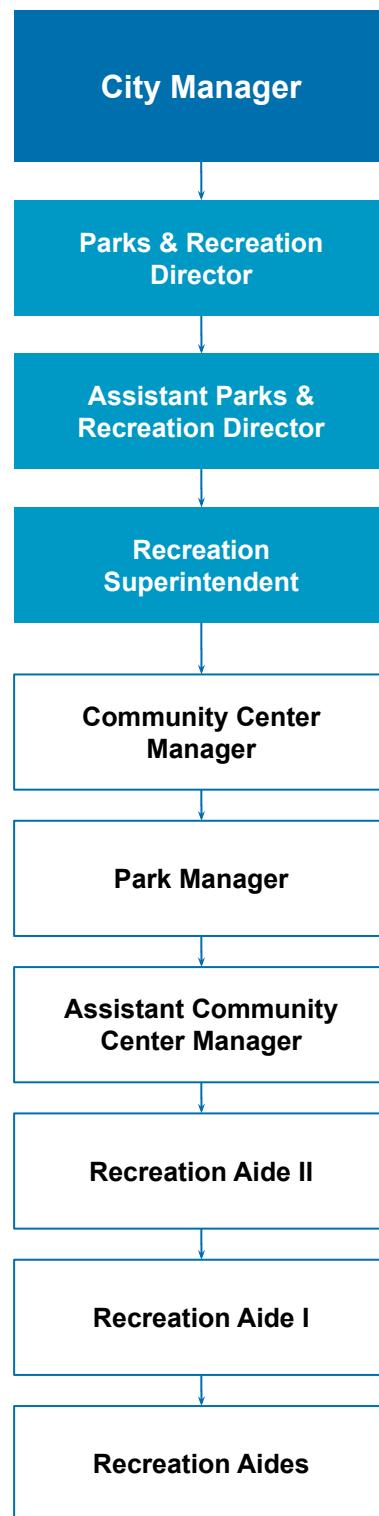
FY 2022-2023 Goals and Objectives

- 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 2021	Budget FY 2022	Budget FY 2023
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: 20 SC: 20 WC: N/A SC: N/A	ASC: 30 SC: 30 WC: 20 SC: 20
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	75% of all staff	75% of all staff

Parks and Recreation Department - Senior Family Center Division



Parks and Recreation Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Community Center Manager	0.00	0.00	1.00	1.00	1.00
Asst. Community Center Manager	0.00	0.00	1.00	1.00	0.00
Park Manager	0.00	0.00	1.00	1.00	1.00
Recreation Aide II	0.00	0.00	1.00	1.00	2.00
Trades Worker	0.00	0.00	1.00	1.00	1.00
Recreation Aide	0.00	0.00	4.00	4.00	3.20
TOTAL STAFFING	0.00	0.00	9.00	9.00	8.20

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$-	\$-	\$7,595	\$388,657	\$471,056
Operating Expenses	\$-	\$-	\$132,773	\$465,271	\$364,860
TOTAL EXPENDITURES	\$-	\$-	\$140,368	\$853,928	\$835,916

Analysis

In FY22-23, the Senior Center will enhance its 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.

Parks and Recreation Department - Senior Family Center Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Developed extensive programming for seniors to include walking club, line dancing, field trips, game days, chess, yoga, pilates, cooking demonstrations, seminars, tech program, luncheons and other events.
- Formed partnerships with Silver Sneakers, Renew Active, Chen Medical, Solis Healthcare, Mas Health, Humana and AmeriCare to provide programs and services to the community.
- Hosted Breast Cancer Brunch, Veterans and Memorial Days Events, Senior Ice Cream Social and Senior Valentine's Day Event, Senior Health Fair, Senior Holiday Party.
- Staff attended various e-learning sessions to develop communication, supervisory and leadership skills in organization, decision making, performance, coaching and motivation.

FY 2022-2023 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 2021	Budget FY 2022	Budget FY 2023
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	10	6
Establish new partnerships with organizations to provide programs and activities for seniors.	Number of new partnerships established	N/A	4	4
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	75% of all staff	75% of all staff

Parks and Recreation Department - Cloverleaf Park Division



Parks and Recreation Department - Cloverleaf Park Division

Mission

The Cloverleaf 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Park Manager	0.00	0.00	0.00	0.00	1.00
Recreation Aide II	0.00	0.00	0.00	0.00	1.00
Recreation Aide	0.00	0.00	0.00	0.00	1.60
TOTAL STAFFING	0.00	0.00	0.00	0.00	3.60

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$-	\$-	\$-	\$-	\$187,347
Operating Expenses	\$-	\$-	\$-	\$-	\$121,150
TOTAL EXPENDITURES	\$-	\$-	\$-	\$-	\$308,497

Analysis

In FY22-23, the Cloverleaf Park will enhance its 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.

Parks and Recreation Department - Cloverleaf Park Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- N/A- Facility opened May 2022

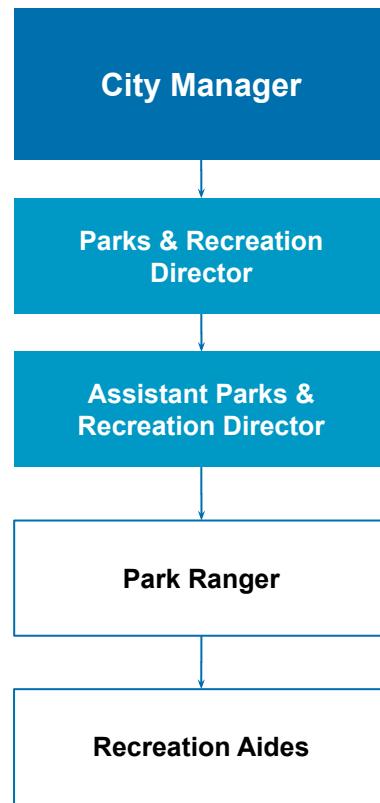
FY 2022-2023 Goals and Objectives

- Create innovative programming to educate while providing physical fitness.
- Establish a partnership with organization to provide programs and activities for residents.
- Offer professional development for staff to improve work ethic and knowledge of parks and recreational activities.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Establish a new partnerships with an organization to provide programs and activities for school age youth.	Number of new partnerships established	N/A	N/A	1
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	75% of all staff	75% of all staff

Parks and Recreation Department - Andover Park Division



Parks and Recreation Department - Andover Park Division

Mission

Andover Park is committed to providing an open green space, walking trail, outdoor courts and a sensory playground for our residents. Our goal is to ensure that the park is clean and safe for our patrons to enjoy.

Staffing Levels

Authorized Positions	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Park Ranger	0.00	0.00	0.00	0.00	0.80
Recreation Aide	0.00	0.00	0.00	0.00	1.60
TOTAL STAFFING	0.00	0.00	0.00	0.00	2.40

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$-	\$-	\$-	\$-	\$101,122
Operating Expenses	\$-	\$-	\$-	\$-	\$74,659
TOTAL EXPENDITURES	\$-	\$-	\$-	\$-	\$175,781

Analysis

In FY22-23, the Andover Park will enhance its 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.

Parks and Recreation Department - Andover Park Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- N/A- Facility opened May 2022

FY 2022-2023 Goals and Objectives

- Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Create and nurture an environment for residents to enjoy outdoor activities to include: playground, basketball court, open greens space and a walking trail.	Ensure all areas of the park are safe, clean, and the equipment is in good order and maintained according to industry standards	N/A	N/A	N/A

Children's Trust Grant - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Teacher	1.25	1.25	1.50	1.50	1.50
Recreation Aide	5.60	5.60	5.60	5.60	5.60
Program Manager	0.80	0.80	0.80	0.80	0.80
TOTAL STAFFING	7.65	7.65	7.90	7.90	7.90

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$100,817	\$121,015	\$96,659	\$228,982	\$210,462
Operating Expenses	\$21,889	\$19,703	\$28,243	\$53,168	\$71,688
TOTAL EXPENDITURES	\$122,706	\$140,718	\$124,902	\$282,150	\$282,150

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 selfexpression can be met.

Children's Trust Grant - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Teacher	4.00	4.00	4.00	4.00	0.00
Recreation Aide	0.80	0.80	0.80	0.80	0.00
Program Manager	0.80	0.80	0.80	0.80	0.00
TOTAL STAFFING	5.60	5.60	5.60	5.60	0.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$35,917	\$59,725	\$45,027	\$89,782	\$-
Operating Expenses	\$12,346	\$12,098	\$13,692	\$35,458	\$-
TOTAL EXPENDITURES	\$48,262	\$71,823	\$58,720	\$125,240	\$-

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 selfexpression can be met.

Healthy Out Of School Time Grant

Mission

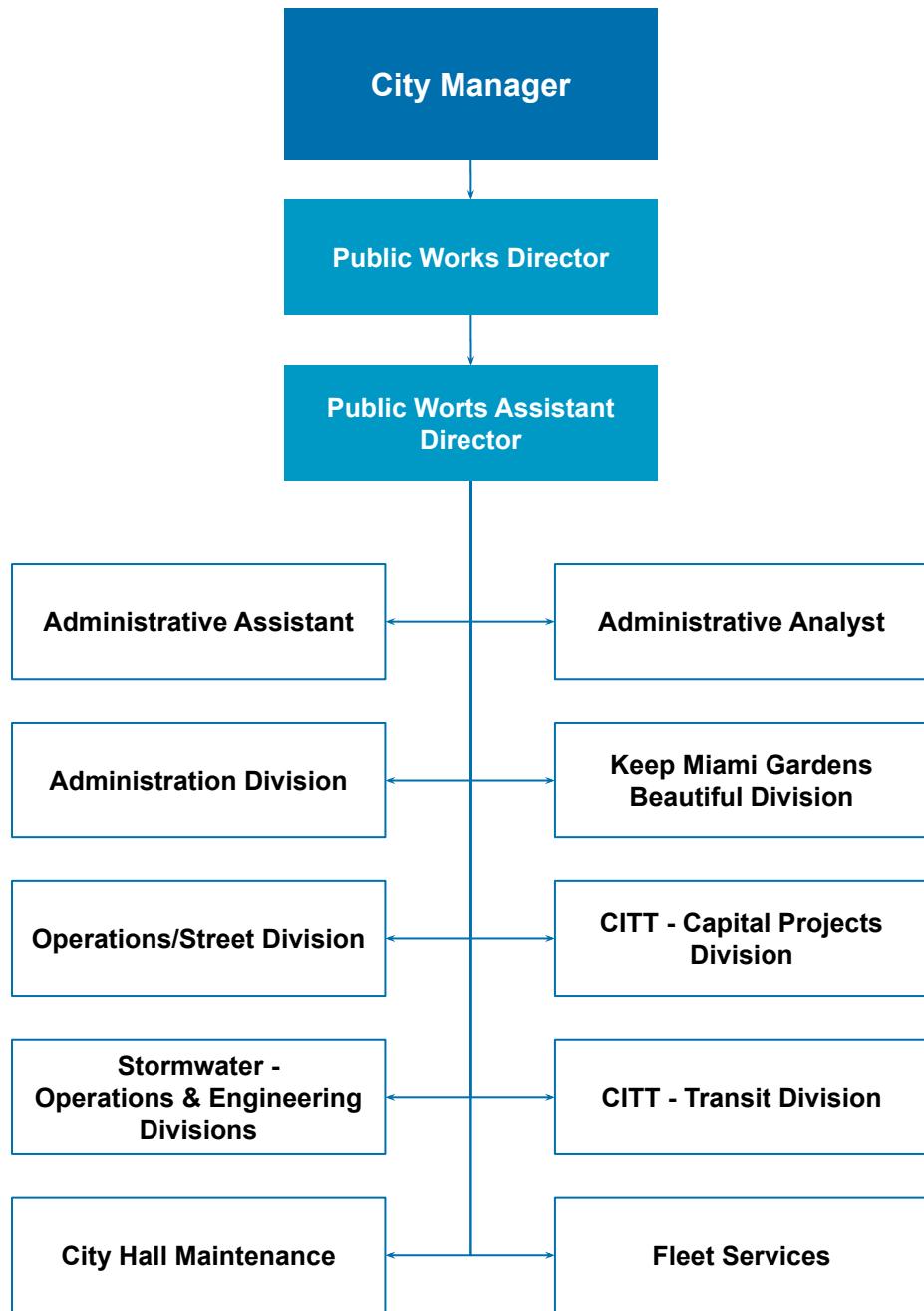
The City of Miami Gardens Parks and Recreation Department was awarded grant funding from The Alliance For A Healthier Generation.

As a part of the Alliance for a Healthier Generation (AHG) / Healthy Out Of School Time (HOST) initiative, children at our camps will be able to learn life skills and lessons that will make them more independent as they go about life. All lessons will be fun and extremely hands on. The kids and campers will gain an understanding of food and where it comes from. By providing healthy cooking demos, they will learn about nutrition, gain an appreciation for healthy eating, along with learning to navigate a kitchen and how to safely handle food.

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Operating Expenses	\$4,000	\$-	\$7,385	\$-	\$-
TOTAL EXPENDITURES	\$4,000	\$-	\$7,385	\$-	\$-

Public Works Department



Public Works Department

Mission

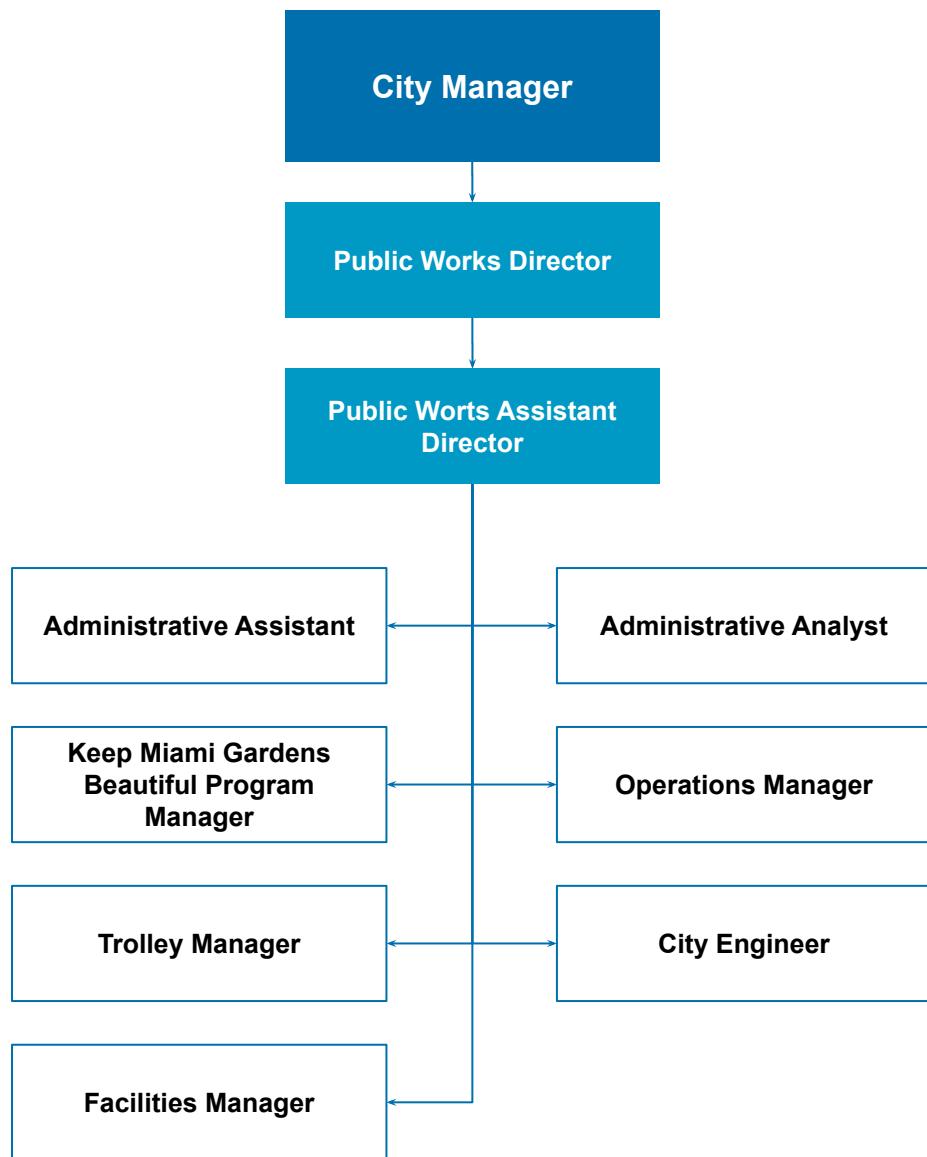
The Public Works Department (PWD) is responsible for the maintenance of public property within the City's limit. This includes: Beautification Projects; Landscape/Grounds Maintenance; Public Streets; Roads; and Stormwater Utility.

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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Fleet Services Division	\$2,890,652	\$2,209,781	\$3,998,770	\$2,875,372	\$3,749,426
City Hall Maintenance	\$841,043	\$862,282	\$962,691	\$808,299	\$937,078
General Fund Total	\$3,731,695	\$3,072,064	\$4,961,462	\$3,683,671	\$4,686,504
Administration Division	\$1,377,408	\$1,465,485	\$1,498,527	\$1,887,611	\$2,002,967
KMGB Division	\$233,004	\$207,944	\$196,707	\$235,023	\$224,833
Operations/Street Division	\$1,893,281	\$1,951,911	\$2,052,963	\$2,324,236	\$2,332,870
CITT- Capital Proj Division	\$2,048,126	\$3,637,508	\$3,933,102	\$5,833,221	\$4,608,444
CITT- Transit Division	\$1,289,941	\$1,402,197	\$1,342,332	\$1,529,737	\$1,939,826
Transportation Fund Total	\$6,841,760	\$8,665,044	\$9,023,631	\$11,809,828	\$11,108,940
Stormwater Operations	\$3,013,420	\$3,042,088	\$2,958,290	\$3,048,044	\$3,371,320
Engineering Division	\$347,188	\$416,736	\$408,717	\$4,663,269	\$4,451,938
Stormwater Fund Total	\$3,360,608	\$3,458,824	\$3,367,008	\$7,711,313	\$7,823,258
Stadium Pedestrian Bridge & Tunnel	\$14,941,563	\$1,132,796	\$34,103	\$-	\$-
FDOT Roadway Assessment Study	\$82,325	\$69,347	\$(9,522)	\$-	\$-
Grant Fund Total	\$15,023,888	\$1,202,143	\$24,581	\$-	\$-
TOTAL EXPENDITURES	\$28,957,951	\$16,398,076	\$17,376,681	\$23,204,812	\$23,618,702

Public Works Department - Administration Division



Public Works Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00	1.00	1.00
Public Works Operations Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
GIS Analyst	0.25	0.25	0.25	0.25	0.00
TOTAL STAFFING	4.25	4.25	4.25	4.25	4.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$517,075	\$556,822	\$601,095	\$630,124	\$654,476
Operating Expenses	\$54,230	\$36,766	\$37,785	\$52,683	\$61,183
Capital Outlay	\$-	\$54,467	\$10,278	\$9,304	\$29,304
Interfund Transfers	\$806,103	\$817,431	\$849,368	\$1,195,500	\$1,258,004
TOTAL EXPENDITURES	\$1,377,408	\$1,465,485	\$1,498,527	\$1,887,611	\$2,002,967

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 2023, the division will continue to work with Florida Department of Transportation to ensure city projects are completed in a timely manner.

Public Works Department - Administration Division

Accomplishments, Goals & Objectives

FY 2021-2022 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 County and the State to update our efforts.
- Researched and received grants for additional funds for tree planting to meet our Canopy Study Stormwater Projects.
- Work with the City Manager's Office for transitioning the City's Fleet Division to E-fleet-Enterprise, 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 2022-2023 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.
- Annexation of the commercial/industrial area off NW 183 Street south and east of NW Miami Court. Drainage, Sidewalk and Road Resurfacing project will be budgeted for FY 2023

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
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.	2	3	3
Secure grant funding whenever feasible for public works projects	Amount of grant funding secured.	1,716,380	23,013	25,000
Ensure all work orders are completed for the FY.	Percentage of work orders completed.	80%	90%	95%
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



Public Works Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
KMGB Program Manager	1.00	1.00	1.00	1.00	1.00
KMGB Program Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	2.00	2.00	2.00	2.00	2.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$146,690	\$151,525	\$154,600	\$160,069	\$151,183
Operating Expenses	\$86,314	\$56,419	\$42,107	\$65,650	\$73,650
Capital Outlay	\$-	\$-	\$-	\$9,304	\$-
TOTAL DIVISION	\$233,004	\$207,944	\$196,707	\$235,023	\$224,833

Analysis

The Division continues to be involved with environmental education. In Fiscal Year 23, 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.

Public Works Department - Keep Miami Gardens Beautiful Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- The City received the 2021 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 increasing the tree canopy in the City per the Tree Canopy Study.
- Completed the County NEATS Grant under the tree planting initiative.
- Received another year funding from FDOT for \$15,000 for the Great American Cleanup litter Prevention Program as a funding matching grant.
- The Beautification Board has been activated again with COVID-19 guidelines.

FY 2022-2023 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.

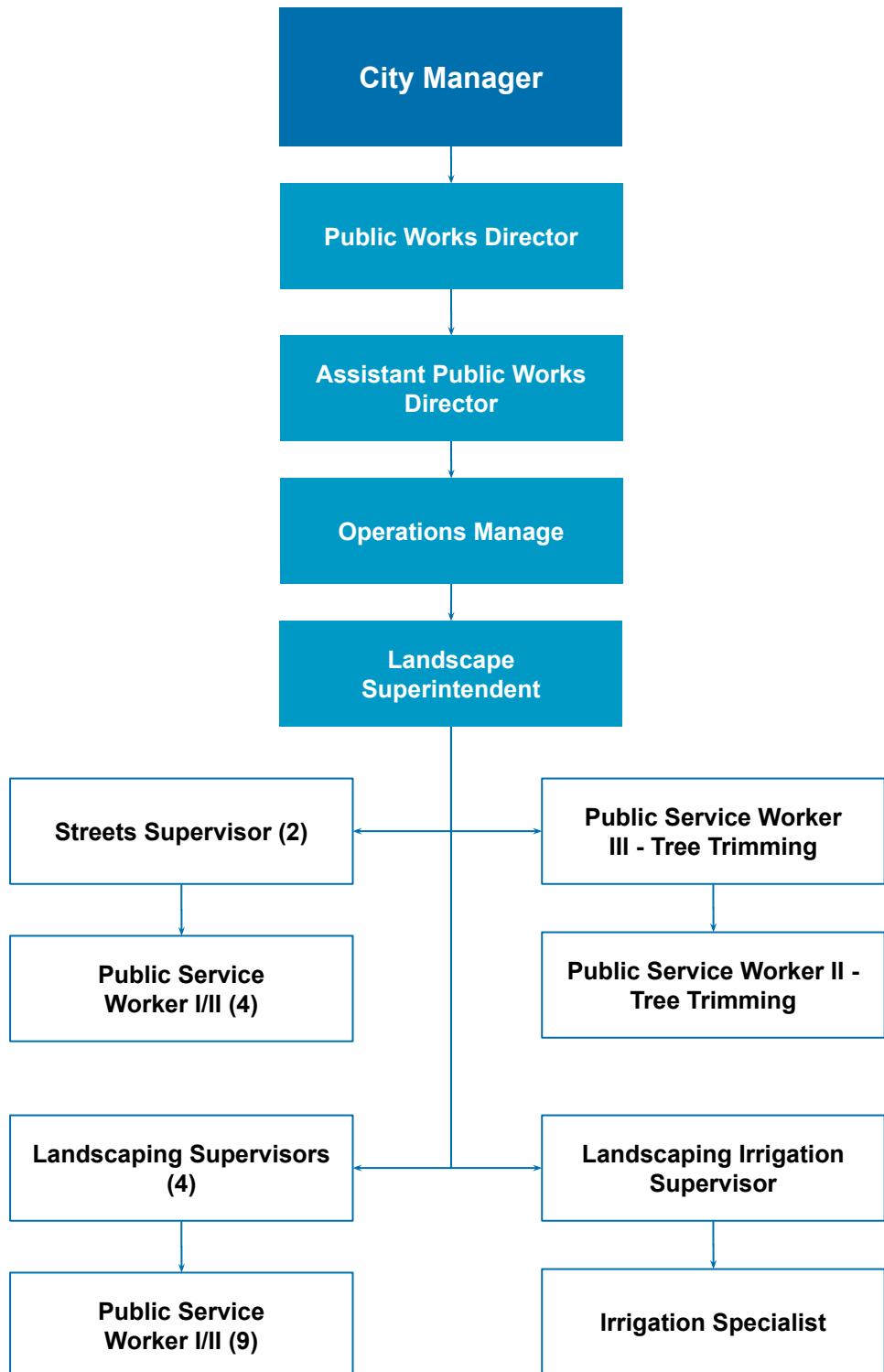
Public Works Department - Keep Miami Gardens Beautiful Division

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Recruit Volunteers for clean-up efforts.	Number of volunteer hours.	1,412	2,500	3,500
Increase the City's Urban Tree Canopy.	Number of trees planted.	110	150	200
Save on potable irrigation water usage.	Number of gallons saved.	19,452	32,798	42,000
Increase removal of litter within right-of-ways	Number of bags picked up.	4,095	6,000	10,000
Increase the roadway segments adopted for clean up under the Adopt A Road Program	Number of roads adopted.	1	2	3



Public Works Department - Operations/Streets Division



Public Works Department - 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.

Staffing Levels

Authorized Positions	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Landscape Superintendent	1.00	1.00	1.00	1.00	1.00
Arborist	0.25	0.25	0.25	0.00	0.00
Public Service Supervisor	6.00	6.00	6.00	6.00	6.00
Public Service Worker I	7.00	7.00	7.00	7.00	7.00
Public Service Worker II	7.00	7.00	7.00	7.00	7.00
Public Service Worker III	2.00	2.00	2.00	2.00	2.00
Irrigation Supervisor	0.70	0.70	0.70	0.70	0.70
Irrigation Specialist	1.00	1.00	1.00	1.00	1.00
Tree Care Specialist	0.00	0.00	0.00	0.25	0.25
Code Enforcement Officer	0.00	0.00	0.00	0.50	0.50
TOTAL STAFFING	24.95	24.95	24.95	25.45	25.45

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,468,705	\$1,473,538	\$1,561,226	\$1,771,948	\$1,824,582
Operating Expenses	\$424,576	\$478,373	\$491,737	\$552,288	\$508,288
Total Division	\$1,893,281	\$1,951,911	\$2,052,963	\$2,324,236	\$2,332,870

Analysis

In Fiscal Year 2023, 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.

Public Works Department - Operations/Streets Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Repaired 9,460 feet of sidewalk.
- Installed 120 linear feet of sidewalks by Public Works.
- Collected 2,475 bags of litter.
- Continued the beautification on the medians throughout the City by adding and replacing plants and trees.
- Repaired 156 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.

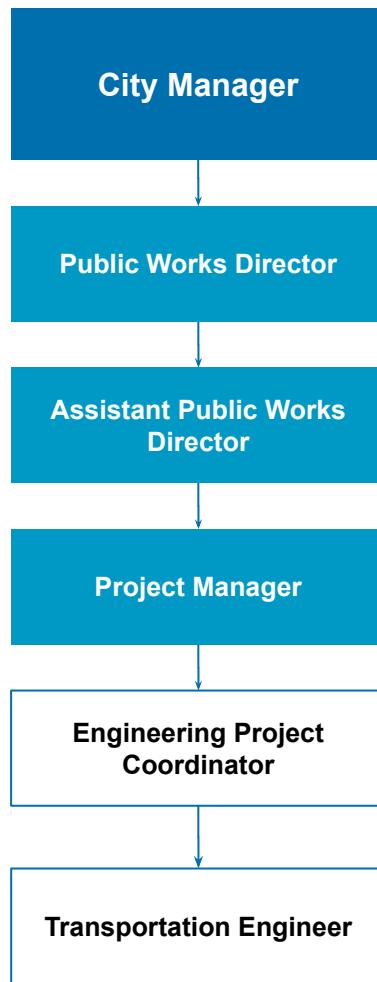
FY 2022-2023 Goals and Objectives

- 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 2021	Budget FY 2022	Budget FY 2023
Complete all pothole repairs.	Number of potholes repaired.	1,016	1,200	1,200
Complete no less than 1,800 linear feet of sidewalks.	Number of linear feet of sidewalks repaired.	9,460	11,000	14,000
Complete no less than 200 linear feet of new sidewalks installed.	Number of linear feet of new sidewalks installed.	210	300	400
Complete no less than 300 acres of irrigated/maintained swale area.	Number of acres of irrigated/ maintained swale area completed.	244	300	325
Complete no less than 150 acres of non- irrigated/ maintained swale area.	Number of acres of non- irrigated/ maintained swale area completed.	250	275	300

Public Works Department - CITT Capital Projects Division



Public Works Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Project Manager	1.00	1.00	1.00	1.00	1.00
Transportation Engineer	0.00	0.00	0.00	0.00	1.00
Engineering Project Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	2.00	2.00	2.00	2.00	3.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$217,144	\$231,252	\$234,972	\$242,751	\$356,894
Operating Expenses	\$266	\$3,030	\$331	\$10,470	\$1,550
Capital Outlay	\$1,830,716	\$3,403,225	\$3,697,799	\$5,580,000	\$4,250,000
TOTAL EXPENDITURES	\$2,048,126	\$3,637,508	\$3,933,102	\$5,833,221	\$4,608,444

Analysis

In Fiscal Year 2023, 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.

Public Works Department - CITT Capital Projects Division

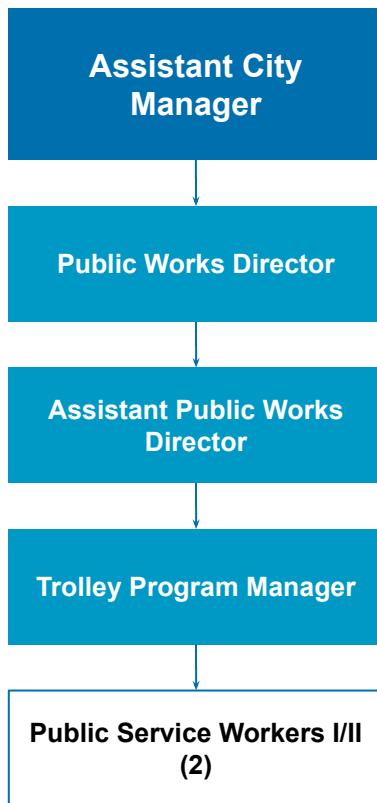
Accomplishments, Goals & Objectives

FY 2021-2022 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 #4 and will be funded by State's Department of Economic Opportunity (DEO) Grant.

FY 2022-2023 Goals and Objectives

- Continue working 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

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Public Service Worker I	1.00	1.00	1.00	1.00	1.00
Public Service Worker II	1.00	1.00	1.00	1.00	1.00
Trolley Program Manager	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	3.00	3.00	3.00	3.00	3.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$191,452	\$181,781	\$227,924	\$222,077	\$235,034
Operating Expenses	\$1,043,579	\$1,095,110	\$1,107,723	\$1,307,660	\$1,704,792
Capital Outlay	\$54,911	\$125,306	\$6,685	\$-	\$-
Total Division	\$1,289,941	\$1,402,197	\$1,342,332	\$1,529,737	\$1,939,826

Analysis

For Fiscal Year 2023, 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.

Public Works Department - CITT Transit Division

Accomplishments, Goals & Objectives

FY 2021-2022 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.
- Continue maintaining 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 and visitors from parking areas to different venues to include Jazz in the Gardens, and other City events where parking is a problem.

FY 2022-2023 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.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Trolley schedule efficiency	Percentage of punctuality in bus stop arrival.	95%	95%	95%
Increase Trolley Rideship	Average number of riders per month.	5,342	6,000	7,000
Service beyond Scheduled Routes. Special Events.		18	22	25

Public Works Department - CITT Settlement 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.

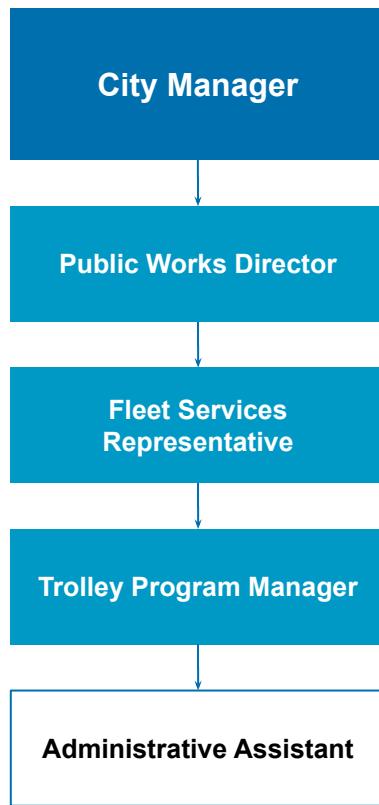
Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Capital Outlay	\$-	\$48,100	\$228,848	\$-	\$-
Total Division	\$-	\$48,100	\$228,848	\$-	\$-

Analysis

For Fiscal Year 2023, 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.

Public Works Department - Fleet Services Division



Public Works Department - CITT Settlement Division

Mission

The Fleet Division is under the Public Works Department. In 2020, the Fleet Division was cut back due to the entering into a contract with Enterprise Leasing. The Fleet Manager's position was eliminated. The City is in the process of removing all vehicles to new leasing vehicle through Enterprise Leasing. This Fiscal Year's mission is to also continue to transition the new vehicle to each department to maintain allowing the elimination of the Fleet Division.

Staffing Levels

Authorized Positions	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Fleet Services Manager	1.00	0.00	0.00	0.00	0.00
Fleet Services Representative	1.00	1.00	1.00	1.00	1.00
Fleet Services Admin Analyst	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	3.00	2.00	2.00	2.00	2.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$257,490	\$188,743	\$120,569	\$81,818	\$149,226
Operating Expenses	\$2,041,715	\$1,987,953	\$3,878,202	\$2,793,554	\$3,600,200
Capital Outlay	\$591,447	\$33,086	\$-	\$-	\$-
TOTAL EXPENDITURES	\$2,890,652	\$2,209,781	\$3,998,770	\$2,875,372	\$3,749,426

Analysis

For Fiscal Year 2023, 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.

Public Works Department - CITT Settlement Division

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Continued to transition to 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.
- Continued auctioning off the old City-owned vehicles being replaced with leasing vehicle by Enterprise Leasing.

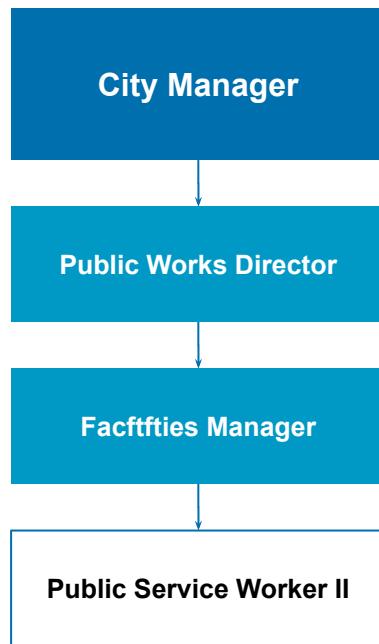
FY 2022-2023 Goals and Objectives

- Continue transitioning and completing the old vehicles to new leasing vehicles through Enterprise Leasing into 2023.
- 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 2021	Budget FY 2022	Budget FY 2023
Complete a minimum of 900 work orders submitted for repairs and preventative maintenance.	Number of work orders completed.	1,352	1,003	950
Repair vehicle collisions.	Number of collisions.	35	30	10

Public Works Department - City Hall Maintenance Division



Public Works Department - 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Facility Manager	1.00	1.00	1.00	1.00	1.00
Receptionist	2.10	0.00	0.00	0.00	0.00
Public Service Worker II	1.00	1.00	1.00	1.00	1.00
TOTAL STAFFING	4.10	2.00	2.00	2.00	2.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$235,390	\$263,802	\$251,215	\$217,201	\$229,826
Operating Expenses	\$605,653	\$598,480	\$711,476	\$591,098	\$707,252
TOTAL DIVISION	\$841,043	\$862,282	\$962,691	\$808,299	\$937,078

Analysis

There are no major changes in the FY2023 budget as compared to the previous year. Sufficient funding has been made available to conduct the necessary operations of the Division.

Public Works Department - City Hall Maintenance Division

Accomplishments, Goals & Objectives

FY 2021-2022 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.

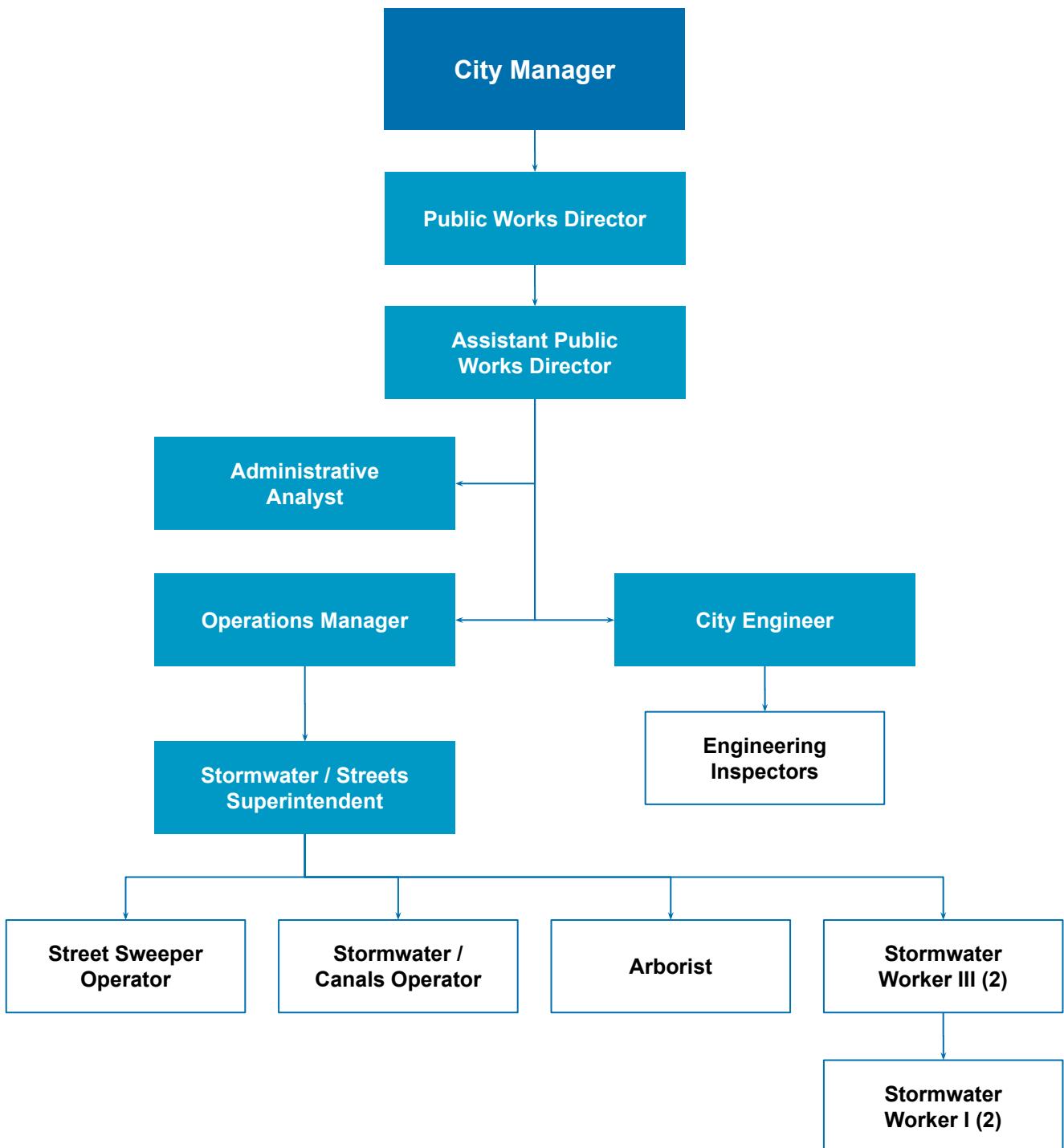
FY 2022-2023 Goals and Objectives

- 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.
- Pressure wash and paint the exterior of the Municipal Complex to include all the buildings/parking lot.
- Manage the Facilities- Non-Park Janitorial Service- continue to coordinate the COVID-19 Sanitizing efforts to keep the facilities safe as needed.
- Coordinate the landscaping maintenance around the City Hall and Police Complex a Landscaping Company.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Complete a minimum of 900 work orders for repairs and preventative maintenance	Number of work orders completed	950	1,000	900

Stormwater Operations & Engineering Divisions



Stormwater 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Administrative Analyst	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00
Building Inspector/Plans Examiner	0.20	0.20	0.20	0.20	0.20
Engineering Inspector I	2.00	1.00	1.00	1.00	1.00
Engineering Inspector III	0.00	1.00	1.00	1.00	1.00
Stormwater/Street Superintendent	1.00	1.00	1.00	1.00	1.00
Street Sweeper Operator	1.00	1.00	1.00	1.00	1.00
Stormwater Worker III	2.00	2.00	2.00	2.00	2.00
Stormwater Worker I	4.00	4.00	4.00	4.00	4.00
Arborist	0.75	0.75	0.75	0.00	0.00
Chief Plumbing Inspector/Plans Examiner	0.00	0.00	0.00	0.20	0.20
Tree Care Specialist	0.00	0.00	0.00	0.75	0.75
TOTAL STAFFING	12.95	12.95	12.95	13.15	13.15

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$941,876	\$1,013,064	\$882,539	\$1,079,505	\$1,068,569
Operating Expenses	\$1,676,208	\$1,752,476	\$1,791,851	\$1,220,198	\$1,298,336
Capital Outlay	\$48,666	\$-	\$-	\$4,334,044	\$4,410,204
Debt Service	\$211,403	\$196,355	\$180,780	\$632,331	\$547,352
Interfund Transfers	\$482,455	\$496,930	\$511,838	\$445,235	\$498,797
TOTAL DIVISION	\$3,360,608	\$3,458,824	\$3,367,008	\$7,711,313	\$7,823,258

Analysis

In FY 2023, 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.

Stormwater Operations & Engineering Divisions

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Completed update assessment for the tax roll through the Property Appraiser's Office for the annual Stormwater fees/billing.
- Completed the Vista Verde #3 Road and Drainage Improvement Project.
- Completed the NW 170 Terrace and NW 22 Avenue Stormwater Project Plan.
- Completed the design for the NW 7 Avenue from NW 183 Street to NW 7 Avenue Extension (SR826) Road and Drainage Improvement Project.
- Completed the design and permitting for the NW 17, 18, 19 and 20 Avenue Outfall and Canal Erosion Protection Project.
- Completed the Stormwater Master Plan.

FY 2022-2023 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.
- To continue to add GIS Information to the City's Stormwater Atlas.

Performance Indicators

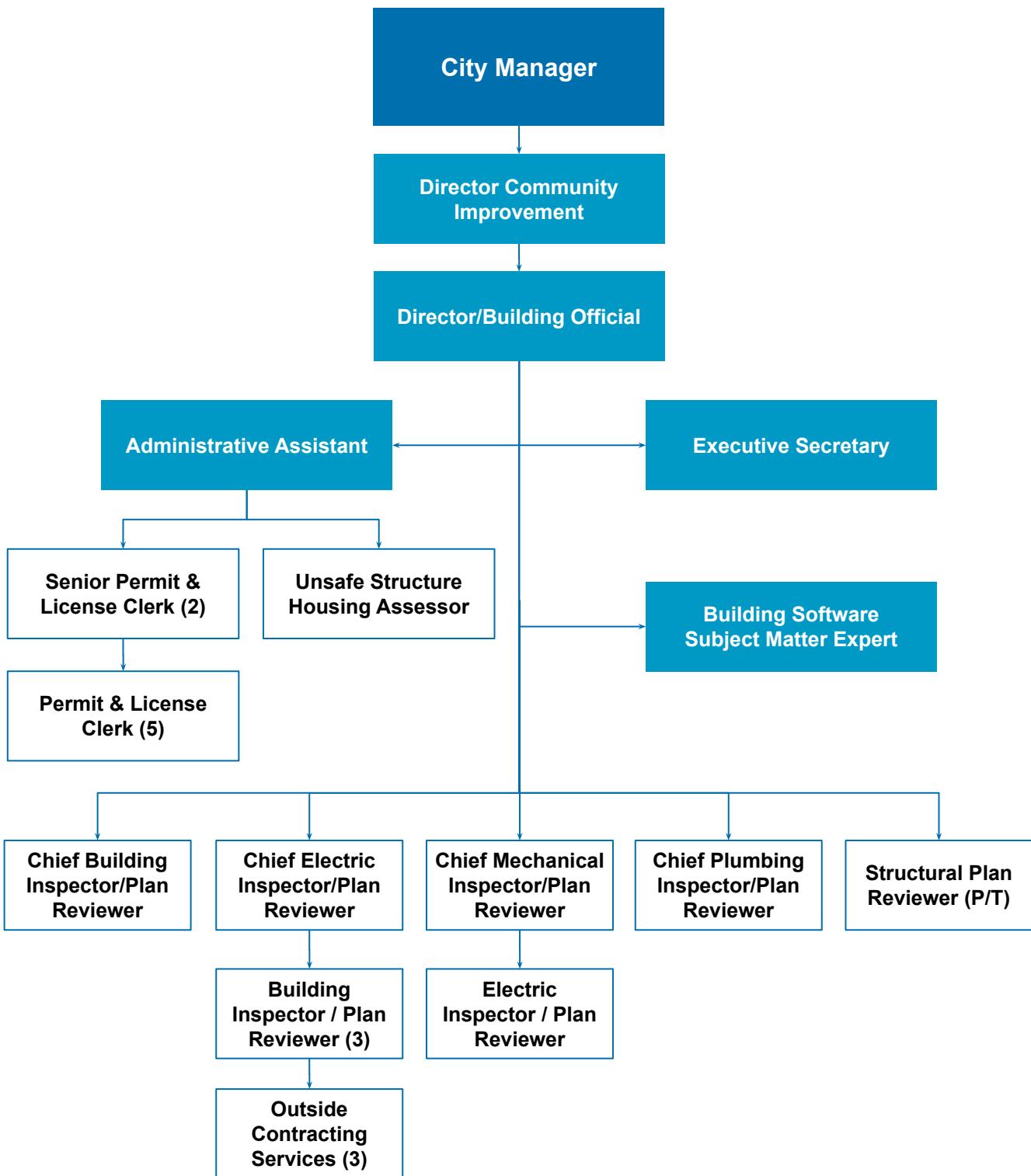
Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Inspect and/or clean no less than 600 Catch Basins.	Number of catch basins cleaned and inspected.	862	875	875
Inspect and/or no less than 12,000 linear feet of drainage piping .	Number of drainage piping cleaned and inspected.	14,845	15,500	16,000
Sweep1000 miles of streets.	Number of miles of streets swept.	1,495	1,400	1,500
Inspect and/or clean 50 culverts.	Number of culverts cleaned, inspected or maintained.	45	50	50
Inspect and/or clean no less than 500 manholes.	Number of manholes cleaned and inspected.	825	875	900

Public Works Department - Public Works Grants

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Operating Expenses	\$801,151	\$262,060	\$(4,062)	\$-	\$-
Capital Outlay	\$14,325,945	\$940,083	\$28,642	\$-	\$-
TOTAL EXPENDITURES	\$15,127,096	\$1,202,143	\$24,581	\$-	\$-

Building Services Department



Public Works Department - Public Works Grants

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Building Official	1.00	1.00	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00
Chief Electrical Inspector	1.00	1.00	1.00	1.00	1.00
Permit Review Coordinator I	0.00	0.00	0.00	0.00	2.00
Executive Secretary	1.00	0.90	0.90	0.90	0.90
Chief Mechanical Inspector	1.00	1.00	1.00	1.00	1.00
Building Inspector/Plans Examiner	2.80	2.80	2.80	2.80	2.80
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Permit & License Clerk Supervisor	1.00	0.00	0.00	0.00	0.00
Senior Permit & Licensing Clerk	1.00	2.00	2.00	2.00	2.00
Structural Plans Examiner	0.50	0.50	0.50	0.50	0.50
Permit & Licensing Clerk	5.00	5.00	5.00	5.00	3.00
Electrical Inspector/Plans Examiner	0.50	1.00	1.00	1.00	1.00
Chief Plumbing Inspector	1.00	0.80	0.80	0.80	0.80
Housing Inspector	1.00	1.00	1.00	1.00	1.00
Community Improvement Director	0.00	0.20	0.20	0.20	0.00
GIS Analyst	0.00	0.25	0.25	0.25	0.50
Building Dept. Subject Matter Expert	0.00	1.00	1.00	1.00	1.00
Receptionist	0.00	0.00	0.00	0.80	1.60
TOTAL STAFFING	18.80	20.45	20.45	21.25	22.10

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$1,572,989	\$2,039,574	\$2,093,501	\$2,537,830	\$2,305,456
Operating Expenses	\$526,157	\$434,049	\$680,105	\$687,149	\$791,803
Capital Outlay	\$50,210	\$195,020	\$96,120	\$88,388	\$88,388
Interfund Transfers	\$431,819	\$444,775	\$553,484	\$667,128	\$705,000
Non-Operating Expenses	\$100,000	\$592,509	\$1,685,088	\$-	\$-
Total Department	\$2,681,176	\$3,705,927	\$5,108,298	\$3,980,495	\$3,890,647

Public Works Department - Public Works Grants

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 22-23, 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.

Public Works Department - Public Works Grants

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Completed 85% 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.
- Continued success CRS program rating maintaining reducing residents Flood Insurance rates.

FY 2022-2023 Goals and Objectives

- Implement Energov Epermitting software.
- Complete integration of Bluebeam software to provide effective electronic plan review.
- Continue electronic based program to modernize Building Department.
- Continue the digitization process of building plans in storage for public records.
- Establish process for early rework resubmittal by contractor/design professional.
- Training all inspector to be multifaceted as plans reviewer.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
Digitize building plans for public record storage.	Complete Digitization of plans for public record.	75%	100%	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%	100%	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%	100%	100%
Train staff BlueBeam Revu	Train staff on software to reviews which will allow staff to mark up	50%	100%	100%
Identify and Initiate process/service improvements.	Update standard operating procedures manual and departmental forms on website.	50%	100%	100%
Identify, Inspect & Demolish Unsafe Structures.	Demolish identified unsafe structures in a timely manner.	4	8	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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
SHIP Program	\$194,619	\$250,451	\$330,585	\$479,887	\$748,689
CDBG Program	\$1,677,210	\$3,122,409	\$1,130,626	\$1,111,210	\$1,085,063
TOTAL EXPENDITURES	\$1,871,829	\$3,372,860	\$1,461,211	\$1,591,097	\$1,833,752

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 and to expand production of and preserve affordable housing. We will manage the funds by offering programs to provide financial assistance to very low, low- and moderate-income residents that require assistance in improving the housing standards within the City. 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Administrative Analyst	0.20	0.20	0.20	0.20	0.00
Administrative Assistant	0.50	0.50	0.50	0.00	0.00
TOTAL STAFFING	0.70	0.70	0.70	0.20	0.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$37,378	\$25,971	\$20,362	\$39,863	\$-
Operating Expenses	\$157,242	\$224,479	\$310,223	\$148,200	\$2,500
Non-Operating Expenses	\$-	\$-	\$-	\$291,824	\$746,189
TOTAL DIVISION	\$194,619	\$250,451	\$330,585	\$479,887	\$748,689

Analysis

In FY22-23, 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 homes for our residents. We will manage the funds by offering programs to provide financial assistance to very low, low- and moderate-income residents that require assistance in improving the housing standards within the City. 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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Administrative Analyst	0.80	0.80	0.80	0.80	1.00
Administrative Assistant	0.50	0.50	0.50	0.00	0.00
Community Development Coordinator	1.00	1.00	1.00	0.00	0.00
Loan Program Administrator	1.00	1.00	0.00	0.00	0.00
Community Development Director	0.00	0.00	1.00	1.00	0.00
Community Improvement Director	0.00	0.20	0.20	0.20	0.00
Assistant To The City Manager	0.00	0.00	0.00	0.00	0.50
TOTAL STAFFING	3.30	3.50	3.50	2.00	1.50

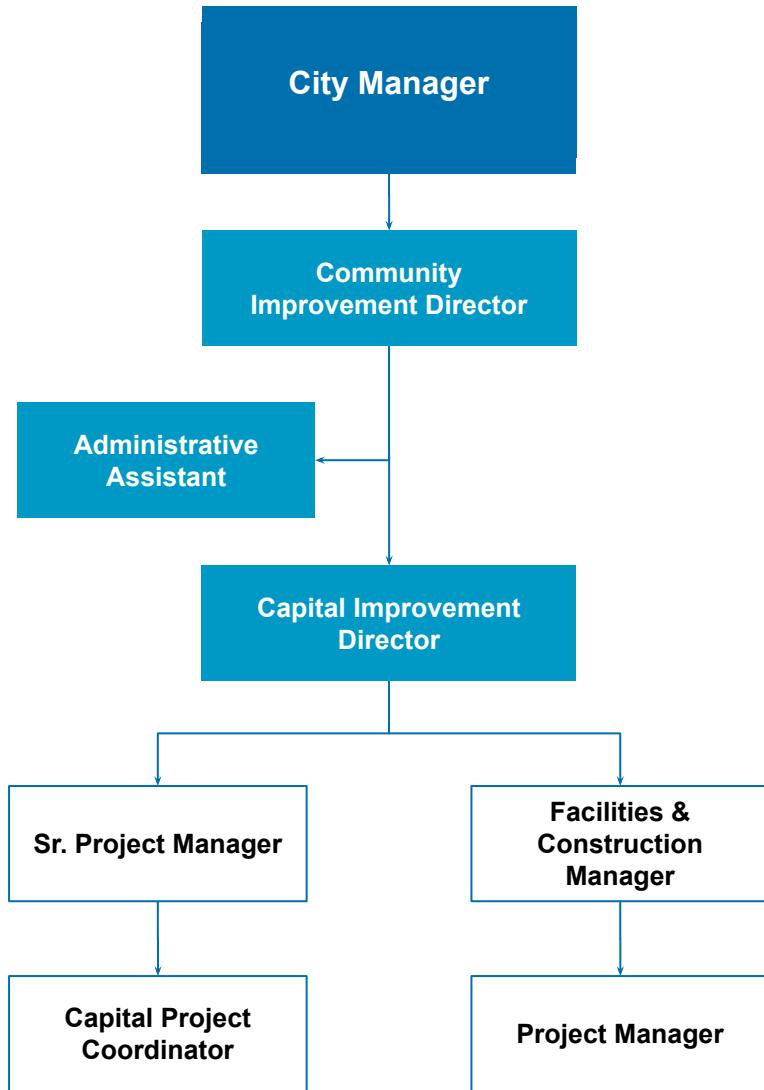
Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$176,163	\$222,881	\$199,162	\$199,535	\$149,397
Operating Expenses	\$844,442	\$1,025,208	\$607,502	\$104,207	\$34,800
Capital Outlay	\$656,604	\$1,874,320	\$323,962	\$807,468	\$900,866
TOTAL DIVISION	\$1,677,210	\$3,122,409	\$1,130,626	\$1,111,210	\$1,085,063

Analysis

In FY22-23, there is a reduction in the overall budget due to a decrease in Professional Service and Contractual work.

Capital Improvement Projects Department



Community Development Block Grant (CDBG)

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 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Community Improvement Director	1.00	0.20	0.20	0.20	1.00
Capital Improvement Projects Director	1.00	1.00	1.00	1.00	0.00
Senior Project Manager	2.00	1.00	1.00	1.00	1.00
Project Manager	0.00	2.00	2.00	1.00	1.00
Capital Project Coordinator	0.00	0.00	0.00	1.00	1.00
Facilities & Construction Manager	0.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.50	0.50	0.50	1.00
TOTAL STAFFING	4.00	5.70	5.70	5.70	6.00

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$646,832	\$556,999	\$576,277	\$598,754	\$828,368
Operating Expenses	\$14,803	\$106,596	\$9,480	\$27,142	\$23,417
Capital Outlay	\$42,272	\$354,911	\$262,336	\$2,800	\$-
GOB Capital Projects	\$6,537,058	\$7,363,060	\$10,055,578	\$-	\$-
Debt Service	\$6,040,261	\$21,320,112	\$5,959,143	\$5,918,591	\$5,579,754
Non-Departmental	\$-	\$-	\$-	\$1,000,000	\$-
TOTAL EXPENDITURES	\$13,281,227	\$29,701,678	\$16,862,813	\$7,547,287	\$6,431,539

Analysis

In FY 2023, 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 FY23 budget due to a reduction in Professional Services.

Community Development Block Grant (CDBG)

Accomplishments, Goals & Objectives

FY 2021-2022 Accomplishments

- Completed construction on Cloverleaf Park.
- Completed construction on Andover Park.
- Completed design for Risco Park.
- Completed permitting/began construction for Rolling Oaks Park
- Completed permitting/began construction for Bennett Lifter Park Phase 2.
- Completed permitting/began construction for Lester Brown Phase 2.
- Begin design for Scott Park.
- Begin design for Brentwood Park Pool.
- Begin design for Myrtle Grove Park.

FY 2022-2023 Goals and Objectives

- Implement Capital Projects City-Wide
- Increase Transparency in Project Delivery
- Increase Efficiency in Processes
- Complete Construction on Rolling Oaks Park.
- Complete Construction on Bennett Lifter Park Phase 2.
- Complete Construction on Lester Brown Park Phase 2.

Performance Indicators

Objectives	Performance Indicators	Actual FY 2021	Budget FY 2022	Budget FY 2023
100% Milestones completed on time	Percentage of Milestones Completed on time	87%	100%	100%
100% Milestones completed on budget	Percentage of Milestones Completed on budget.	100%	85%	85%
Complete identified GOB project milestones	Number of Milestones Completed	15	30	30
Complete identified GOB project milestones	Number of Projects Completed	2	5	5
Complete identified GOB project milestones	Number of Projects in process	6	13	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 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Personnel Services	\$10,578	\$18,677	\$82,232	\$10,000	\$10,000
Operating Expenses	\$4,075,831	\$4,100,753	\$3,124,960	\$3,515,143	\$3,883,018
Interfund Transfers	\$7,294,040	\$6,560,693	\$6,384,038	\$7,600,271	\$6,205,068
Non-Operating Expenses	\$-	\$-	\$483,451	\$1,003,649	\$2,087,798
TOTAL DEPARTMENT	\$11,380,450	\$10,680,123	\$10,074,682	\$12,129,063	\$12,185,884

General Administration Division

Mission

The City of Miami Gardens was awarded grant funding from The American Rescue Plan Act (ARPA) to address the negative economic impacts caused by the public health emergency; Replace lost public sector revenue; Provide premium pay for essential workers; and. Invest in water, sewer, and broadband infrastructure.

Program Expenditures

Category	Actual FY 18-19	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Budget FY 22-23
Operating Expenses	\$-	\$-	\$7,738	\$-	\$-
TOTAL DEPARTMENT	\$-	\$-	\$7,738	\$-	\$-



MIAMI GARDENS



* 2020 *

ANNUAL LINE ITEM BUDGETS GENERAL FUND



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MIAMI GARDENS



* 2020 *

GENERAL FUND

General Fund Revenues	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Property Taxes				
001-00-00-311-000-00 Ad Valorem Taxes	\$33,898,589	\$37,712,746	\$36,808,679	\$45,262,884
001-00-00-311-001-00 Delinquent Ad Valorem Taxes	\$1,283,195	\$750,000	\$1,000,000	\$750,000
Utility Taxes				
001-00-00-314-100-00 Electric Utility Tax	\$7,776,857	\$7,000,000	\$7,250,000	\$7,500,000
001-00-00-314-300-00 Water Utility Tax	\$1,362,884	\$1,500,000	\$1,433,007	\$1,530,000
001-00-00-314-400-00 Gas Utility Tax	\$281,970	\$225,000	\$225,000	\$225,000
001-00-00-315-510-00 Telecommunication Tax	\$2,116,730	\$2,085,861	\$2,074,602	\$2,128,922
Other Taxes				
001-00-00-316-000-00 Local Business Tax	\$857,235	\$1,250,000	\$850,000	\$1,150,000
Franchise Fees				
001-00-00-323-100-00 Electric Franchise Fee	\$5,579,770	\$3,750,000	\$5,500,000	\$4,250,000
001-00-00-323-400-00 Gas Franchise Fee	\$211,233	\$250,000	\$250,000	\$262,500
001-00-00-323-700-00 Solid Waste Franchise Fee	\$1,308,888	\$850,000	\$1,105,864	\$1,000,000
001-00-00-323-901-00 Towing Franchise Fees	\$24,303	\$85,000	\$84,751	\$89,250
Permits, Fees and Assessments				
001-00-00-322-001-00 Planning & Zoning Fees	\$1,066,488	\$600,000	\$600,000	\$600,000
001-00-00-329-100-00 Alarm Permit Fees	\$33,723	\$50,000	\$4,600	\$52,500
001-00-00-329-200-00 Landlord Permit Fees	\$121,857	\$125,000	\$120,661	\$120,000
001-00-00-329-600-00 Special Events Permit	\$1,291	\$5,000	\$5,255	\$3,000
001-00-00-329-700-00 Towing Permit Fees	\$-	\$500	\$-	\$500
001-00-00-329-800-00 Certificate of Use	\$458,546	\$500,000	\$500,000	\$500,000
001-00-00-329-900-00 Certificate of Re-Occupancy	\$153,656	\$250,000	\$200,000	\$250,000
Intergovernment Revenue, State/Federal Shared Revenues				
001-00-00-331-202-00 Byrne Grant	\$-	\$54,279	\$-	\$68,000
001-00-00-331-250-00 U.S. Dept of Justice	\$172,462	\$-	\$28,330	\$-
001-00-00-331-800-00 Federal Hurricane Relief	\$(3,980)	\$-	\$-	\$-
001-00-00-331-800-01 MD County Cares Act	\$497,774	\$-	\$-	\$-
001-00-00-335-120-00 State Revenue Sharing	\$2,937,837	\$3,823,263	\$3,823,263	\$2,885,252
001-00-00-335-150-00 Alcoholic Beverage Licenses	\$22,507	\$21,000	\$21,005	\$21,420
001-00-00-335-180-00 Half-Cent Sales Tax	\$9,362,121	\$9,050,916	\$9,500,000	\$10,147,116
001-00-00-337-204-00 Byrne Grant- County	\$25,877	\$10,692	\$-	\$-
Shared Revenues: Other				
001-00-00-338-001-00 County Occupational Licenses	\$146,733	\$140,000	\$140,000	\$147,000
Charges for Services				
001-00-00-341-100-00 Recording Fees	\$827	\$42	\$-	\$42
001-00-00-341-101-00 Lien Searches	\$109,911	\$150,000	\$180,447	\$100,000
001-00-00-341-301-00 Lien Reduction Application Fee	\$3,860	\$15,000	\$4,100	\$5,000
001-00-00-341-302-00 Amnesty Lien Reduction Application	\$581,643	\$275,000	\$275,000	\$275,000
001-00-00-341-900-00 Passport Fees	\$-	\$50,000	\$1,496	\$-
001-00-00-341-920-00 Election Qualifying Charges & Fees	\$-	\$4,050	\$4,050	\$4,050
001-00-00-342-100-00 Police Services	\$62,261	\$38,000	\$156,737	\$38,000
001-00-00-342-105-00 Off Duty Police Officer Revenue	\$3,290,590	\$3,500,000	\$3,500,000	\$3,500,000

General Fund Revenues		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
001-00-00-347-200-00	Parks and Recreation	\$15,584	\$50,000	\$44,408	\$50,000
001-00-00-347-201-00	Daily Recreation Admissions	\$7,125	\$10,000	\$15,732	\$10,000
001-00-00-347-202-00	Recreation Facility Rentals	\$33,536	\$50,000	\$53,381	\$50,000
001-00-00-347-203-00	Youth Sports Program	\$96,062	\$30,000	\$29,718	\$30,000
001-00-00-347-204-00	Community Center Memberships	\$11,247	\$10,000	\$9,867	\$10,000
001-00-00-347-205-00	P & R Sponsorship/Fundraiser	\$2,500	\$7,500	\$12,000	\$7,500
001-00-00-347-206-00	Contract Classes	\$9,365	\$24,000	\$24,466	\$24,000
001-00-00-347-207-00	BTF Rentals	\$20,955	\$25,000	\$66,507	\$50,000
001-00-00-347-209-00	P & R Vendors	\$1,550	\$1,255	\$8,610	\$1,255
001-00-00-347-210-00	Bunche Park Rentals	\$7,006	\$-	\$845	\$25,000
001-00-00-347-211-00	Senior Center Rentals	\$2,919	\$-	\$18,483	\$25,000
001-00-00-347-212-00	P & R Fingerprinting	\$8,043	\$-	\$-	\$-
001-00-00-347-415-00	Jazz Festival	\$-	\$3,200,000	\$1,500,000	\$3,150,000
001-00-00-347-416-00	Jazz in the Garden-Vendors	\$-	\$100,000	\$-	\$100,000
	Jazz in the Gardens- Women's Impact	\$-	\$100,000	\$2,980	\$100,000
001-00-00-347-419-00	Council Special Events Fundraising	\$1,500	\$10,000	\$-	\$10,000
001-00-00-349-101-00	Vending Machines	\$-	\$2,500	\$1,746	\$2,500
001-00-00-349-102-00	Cost Recovery	\$26,668	\$25,000	\$21,768	\$25,000
Fines and Forfeitures					
001-00-00-351-100-00	Parking Fines	\$2,012	\$3,000	\$3,091	\$3,000
001-00-00-351-200-00	School Crossing Guard- Clerk	\$168	\$1,000	\$-	\$1,000
001-00-00-351-300-00	School Crossing Guard- County	\$101,300	\$230,000	\$211,796	\$230,000
001-00-00-351-500-00	Traffic Fines	\$125,462	\$150,000	\$547,361	\$175,000
001-00-00-351-510-00	Red Light Camera- County	\$252,041	\$800,000	\$969,993	\$750,000
001-00-00-354-100-00	Nuisance Abatement Fine	\$1,300	\$1,450	\$1,450	\$1,450
001-00-00-354-103-00	Code Enforcement Fines	\$482,641	\$250,000	\$474,260	\$262,500
001-00-00-358-200-00	Assets Seized by Law Enforcement	\$-	\$7,500	\$(8,295)	\$7,500
001-00-00-359-010-00	Red Light Camera Fines	\$5,110,932	\$2,440,645	\$2,500,000	\$2,000,000
001-00-00-359-011-00	Red Light Fines- Special Master Fee	\$95,931	\$175,000	\$150,584	\$75,000
001-00-00-359-200-00	False Alarm Fines	\$121,427	\$125,000	\$1,500	\$100,000
Miscellaneous Revenues					
001-00-00-361-100-00	Interest	\$70,219	\$300,000	\$77,777	\$50,000
001-00-00-362-101-00	Bus Benches	\$11,823	\$5,000	\$13,242	\$5,000
001-00-00-365-000-00	Sales of Other Assets	\$775,350	\$250,000	\$317	\$100,000
001-00-00-366-000-00	Contributions and Donations	\$4,422	\$5,000	\$5,000	\$5,000
001-00-00-366-002-00	Local Grant Canine Program	\$-	\$12,500	\$-	\$12,500
001-00-00-366-003-00	Local Grant Neat Streets Miami	\$14,569	\$14,569	\$-	\$14,569
001-00-00-366-004-00	Local Grant Soccer for Success	\$1,500	\$-	\$-	\$-
001-00-00-369-400-00	Slot Machine Revenue	\$1,304,463	\$1,000,000	\$1,250,000	\$1,100,000
001-00-00-369-900-00	Other Miscellaneous Revenues	\$70,287	\$75,000	\$227,885	\$75,000
001-00-00-369-902-00	Lobbying Registration Fees	\$6,250	\$4,500	\$4,500	\$4,500
001-00-00-369-903-00	Insurance Reimbursement	\$204,799	\$75,000	\$291,811	\$75,000

General Fund Revenues		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
001-00-00-369-905-00	Foreclosure Registry	\$149,175	\$125,000	\$125,000	\$115,000
001-00-00-369-906-00	Rebates	\$-	\$16,578	\$201	\$16,578
001-00-00-369-908-00	Billboard	\$100,000	\$180,000	\$150,000	\$180,000
001-00-00-369-909-00	Police Vehicle Usage	\$78,393	\$58,500	\$58,492	\$58,500
001-00-00-369-910-00	Formula One Racing	\$-	\$1,000,000	\$1,000,000	\$-
Other Sources					
001-00-00-381-015-10	Inter Transf- Transportation	\$439,297	\$806,046	\$806,046	\$869,306
001-00-00-381-026-15	Inter Transf- Develop Svc.	\$458,119	\$568,902	\$568,902	\$603,827
	Inter Transf- Develop Svc. (Tech				
001-00-00-381-026-16	Fee)	\$95,365	\$98,226	\$98,226	\$101,173
001-00-00-381-029-41	Inter Transf- Stormwater	\$296,556	\$223,494	\$223,494	\$270,403
	Repayment to GF from Devlp Svc.				
001-00-00-381-030-15	Fund	\$1,685,088	\$-	\$-	\$-
TOTAL GENERAL FUND REVENUE		\$86,050,589	\$86,768,514	\$87,209,991	\$93,797,497

General Fund Office of the Mayor Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
001-11-00-511-310-00 Professional Services	\$71,500	\$75,000	\$60,000	\$75,000
001-11-00-511-400-00 Travel & Per Diem	\$5,205	\$15,000	\$7,699	\$15,000
001-11-00-511-523-00 CMG Junior Council	\$-	\$-	\$5,083	\$10,000
001-11-00-511-540-00 Books, Publications, and Dues	\$70,551	\$54,300	\$50,314	\$55,815
001-11-00-511-550-00 Educational & Training	\$6,077	\$17,500	\$-	\$25,000
TOTAL OFFICE OF THE MAYOR	\$153,333	\$161,800	\$123,096	\$180,815

General Fund Legislative Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services					
001-11-01-511-102-00	Regular Salaries and Wages	\$410,546	\$441,557	\$485,341	\$482,996
001-11-01-511-105-00	Special Pay	\$45,160	\$45,865	\$45,880	\$45,264
001-11-01-511-106-00	Mayor's Salary	\$81,600	\$80,000	\$80,308	\$80,000
001-11-01-511-107-00	Council Salaries	\$239,077	\$240,000	\$240,923	\$240,000
001-11-01-511-201-00	FICA	\$58,665	\$58,259	\$65,020	\$64,895
001-11-01-511-202-00	Retirement	\$74,670	\$82,400	\$89,990	\$95,638
001-11-01-511-203-00	Life and Health Insurance	\$210,581	\$247,730	\$235,515	\$269,596
001-11-01-511-204-00	Workers' Compensation	\$400	\$1,192	\$1,311	\$1,321
Operating Expenditures					
001-11-01-511-400-00	Travel and Per Diem	\$2,308	\$20,000	\$25,174	\$25,000
001-11-01-511-411-00	Telephone	\$18,060	\$13,500	\$19,923	\$13,500
001-11-01-511-490-00	Mayor's Expense	\$13,172	\$14,400	\$10,544	\$14,400
001-11-01-511-490-01	Mayor's Special Event	\$5,000	\$5,000	\$2,000	\$-
001-11-01-511-491-00	Seat 1 Expense Account	\$12,332	\$14,400	\$7,740	\$14,400
001-11-01-511-491-01	Seat 1 Special Event	\$1,500	\$5,000	\$1,750	\$-
001-11-01-511-492-00	Seat 2 Expense Account	\$14,807	\$14,400	\$8,266	\$14,400
001-11-01-511-492-01	Seat 2 Special Event	\$5,000	\$5,000	\$-	\$-
001-11-01-511-493-00	Seat 3 Expense Account	\$16,301	\$14,400	\$8,373	\$14,400
001-11-01-511-493-01	Seat 3 Special Event	\$5,000	\$5,000	\$2,500	\$-
001-11-01-511-494-00	Legal Advertising	\$15,925	\$14,400	\$12,076	\$14,400
001-11-01-511-494-01	Seat 4 Special Event	\$5,000	\$5,000	\$-	\$-
001-11-01-511-495-00	Mayor's Expense Account	\$14,934	\$14,400	\$8,001	\$14,400
001-11-01-511-495-01	Seat 5 Special Events	\$5,000	\$5,000	\$1,000	\$-
001-11-01-511-496-00	District 1 Expense Account	\$19,836	\$14,400	\$9,623	\$14,400
001-11-01-511-496-01	Seat 6 Special Events	\$4,640	\$5,000	\$618	\$-
001-11-01-511-510-00	Office Supplies	\$3,982	\$5,000	\$5,309	\$5,000
001-11-01-511-520-00	Operating Supplies	\$8,243	\$4,000	\$400	\$4,000
001-11-01-511-550-00	Educational & Training	\$250	\$-	\$-	\$10,000
TOTAL LEGISLATIVE		\$1,291,987	\$1,375,303	\$1,367,585	\$1,438,010

General Fund Office of Civic Engagement Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-11-02-511-102-00 Regular Salaries and Wages	\$165,906	\$184,080	\$184,761	\$191,443
001-11-02-511-105-00 Special Pay	\$2,830	\$2,160	\$4,577	\$4,560
001-11-02-511-201-00 FICA	\$12,677	\$14,082	\$14,339	\$14,994
001-11-02-511-202-00 Retirement	\$16,976	\$19,917	\$19,991	\$22,801
001-11-02-511-203-00 Life and Health Insurance	\$16,591	\$25,491	\$18,022	\$19,854
001-11-02-511-204-00 Workers' Compensation	\$1,819	\$497	\$5,309	\$530
Operating Expenditures				
001-11-02-511-310-00 Professional Services	\$8,253	\$30,000	\$30,000	\$-
001-11-02-511-340-00 Other Contractual	\$15,000	\$-	\$4,528	\$10,000
001-11-02-511-400-00 Travel & Per Diem	\$-	\$25,000	\$17,330	\$-
001-11-02-511-411-00 Telephone	\$-	\$1,000	\$-	\$-
001-11-02-511-480-00 Promotional Activities	\$22,602	\$30,000	\$-	\$10,000
001-11-02-511-510-00 Office Supplies	\$1,733	\$2,000	\$2,000	\$3,500
001-11-02-511-520-00 Operating Supplies	\$2,471	\$10,000	\$4,873	\$7,500
001-11-02-511-540-00 Books, Publications, and Dues	\$1,034	\$4,000	\$1,214	\$4,000
001-11-02-511-550-00 Educational & Training	\$-	\$10,000	\$-	\$7,500
TOTAL CIVIC ENGAGEMENT	\$267,894	\$358,227	\$306,944	\$296,682

General Fund Office of the City Manager Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-12-01-512-102-00 Regular Salaries and Wages	\$986,069	\$916,387	\$1,027,974	\$1,071,590
001-12-01-512-104-00 Overtime	\$303	\$-	\$3,574	\$-
001-12-01-512-105-00 Special Pay	\$19,133	\$16,200	\$19,299	\$18,900
001-12-01-512-201-00 FICA	\$63,489	\$56,532	\$69,454	\$65,092
001-12-01-512-202-00 Retirement	\$207,771	\$214,114	\$226,304	\$269,506
001-12-01-512-203-00 Life and Health Insurance	\$150,600	\$148,110	\$168,726	\$186,223
001-12-01-512-204-00 Workers' Compensation	\$955	\$2,474	\$2,776	\$2,944
Operating Expenditures				
001-12-01-512-310-00 Professional Services	\$102,892	\$75,000	\$109,611	\$250,000
001-12-01-512-340-00 Other Contractual	\$5,114	\$10,000	\$-	\$12,000
001-12-01-512-400-00 Travel & Per Diem	\$221	\$13,996	\$11,272	\$16,646
001-12-01-512-421-00 Postage & Freight	\$-	\$50	\$-	\$50
001-12-01-512-440-00 Rentals and Leases	\$2,928	\$4,800	\$3,978	\$4,440
001-12-01-512-470-00 Printing & Binding	\$355	\$120	\$-	\$120
001-12-01-512-492-00 Special Events	\$-	\$-	\$9,588	\$-
001-12-01-512-493-00 Software License	\$7,884	\$-	\$4,900	\$-
001-12-01-512-510-00 Office Supplies	\$1,013	\$2,000	\$1,519	\$2,000
001-12-01-512-520-00 Operating Supplies	\$2,111	\$2,000	\$3,726	\$2,000
001-12-01-512-540-00 Books, Publications, and Dues	\$5,544	\$3,640	\$26,893	\$3,640
001-12-01-512-550-00 Educational & Training	\$33,048	\$19,700	\$32,354	\$34,700
TOTAL CITY MANAGER	\$1,589,429	\$1,485,123	\$1,721,948	\$1,939,851

General Fund Public Affairs Office Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-12-02-512-102-00 Regular Salaries and Wages	\$250,754	\$451,741	\$229,854	\$365,075
001-12-02-512-104-00 Overtime	\$295	\$-	\$-	\$-
001-12-02-512-105-00 Special Pay	\$2,104	\$5,640	\$2,050	\$2,040
001-12-02-512-201-00 FICA	\$19,129	\$34,558	\$17,538	\$28,086
001-12-02-512-202-00 Retirement	\$25,589	\$48,878	\$24,966	\$43,481
001-12-02-512-203-00 Life and Health Insurance	\$38,912	\$62,559	\$45,793	\$65,267
001-12-02-512-204-00 Workers' Compensation	\$243	\$1,220	\$624	\$991
Operating Expenditures				
001-12-02-512-310-00 Professional Services	\$124,791	\$125,000	\$231,661	\$200,000
001-12-02-512-400-00 Travel & Per Diem	\$2,126	\$4,000	\$6,391	\$4,000
001-12-02-512-421-00 Postage & Freight	\$-	\$-	\$947	\$-
001-12-02-512-440-00 Rentals and Leases	\$6,405	\$10,000	\$26,317	\$10,000
001-12-02-512-470-00 Printing & Binding	\$41,149	\$50,000	\$74,284	\$40,000
001-12-02-512-492-00 Special Events	\$6,281	\$7,000	\$7,905	\$16,000
001-12-02-512-492-01 PA Special Events Seat 1	\$6,034	\$7,000	\$-	\$16,000
001-12-02-512-492-02 PA Special Events Seat 2	\$4,185	\$7,000	\$1,500	\$16,000
001-12-02-512-492-03 PA Special Events Seat 3	\$6,992	\$7,000	\$-	\$16,000
001-12-02-512-492-04 PA Special Events Seat 4	\$5,600	\$7,000	\$2,000	\$16,000
001-12-02-512-492-05 PA Special Events Seat 5	\$6,970	\$7,000	\$7,460	\$16,000
001-12-02-512-492-06 Special Events Seat 6	\$6,588	\$7,000	\$1,500	\$16,000
001-12-02-512-493-00 Software License	\$36,212	\$25,000	\$29,212	\$25,000
001-12-02-512-494-00 Advertising	\$61,785	\$50,000	\$16,724	\$40,000
001-12-02-512-510-00 Office Supplies	\$2,840	\$7,500	\$5,857	\$7,500
001-12-02-512-520-00 Operating Supplies	\$3,654	\$5,000	\$15,046	\$5,000
001-12-02-512-540-00 Books, Publications, and Dues	\$940	\$2,000	\$250	\$2,000
001-12-02-512-550-00 Educational & Training	\$650	\$2,000	\$-	\$52,000
TOTAL PUBLIC AFFAIRS	\$660,226	\$934,096	\$747,879	\$1,002,440

General Fund Special Events Division Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
001-12-03-512-492-01 Pink Event	\$-	\$20,000	\$16,239	\$20,000
001-12-03-512-492-02 Easter Holiday Event	\$1,000	\$5,000	\$-	\$10,000
001-12-03-512-492-04 Senior Prom	\$18,954	\$27,000	\$-	\$23,000
001-12-03-512-492-05 July 4th Event	\$12,628	\$40,000	\$21,667	\$40,000
001-12-03-512-492-06 Heritage Bowl	\$(579)	\$-	\$-	\$-
001-12-03-512-492-07 Martin Luther King Event	\$19,559	\$40,000	\$14,543	\$30,000
001-12-03-512-492-08 Science Fair Event	\$-	\$15,000	\$13,666	\$20,000
001-12-03-512-492-09 State of the City	\$-	\$25,000	\$25,193	\$25,000
001-12-03-512-492-11 Food Truck Invasion	\$-	\$12,000	\$-	\$12,000
001-12-03-512-492-12 Memorial Day	\$-	\$7,500	\$2,840	\$10,000
001-12-03-512-492-13 Tree Lighting Event	\$5,000	\$5,000	\$10,780	\$10,000
001-12-03-512-492-15 Black History	\$18,690	\$40,000	\$6,070	\$40,000
001-12-03-512-492-16 Veteran's Day	\$-	\$5,000	\$5,049	\$5,000
001-12-03-512-492-17 Halloween Event	\$(3,020)	\$30,000	\$29,335	\$30,000
001-12-03-512-492-18 Cultural Express	\$7,500	\$-	\$-	\$-
001-12-03-512-492-19 Father's Day Event	\$4,500	\$10,000	\$7,876	\$10,000
001-12-03-512-492-20 Mother's Day Event	\$10,397	\$10,000	\$9,968	\$10,000
001-12-03-512-492-22 Women's Event	\$10,802	\$15,000	\$2,826	\$15,000
001-12-03-512-492-24 Juneteenth	\$111,670	\$80,000	\$92,376	\$120,000
001-12-03-512-492-25 Bahas Reunion	\$1,485	\$10,000	\$7,037	\$10,000
001-12-03-512-492-26 Senior Valentine's Day	\$-	\$10,000	\$10,000	\$10,000
001-12-03-512-492-27 STEM Program	\$-	\$23,000	\$-	\$23,000
001-12-03-512-492-28 Orange Blossom Classic	\$1,943	\$58,000	\$58,000	\$250,000
001-12-03-512-492-29 Formula One Racing	\$-	\$-	\$83,664	\$100,000
001-12-03-512-492-30 Vintage Car Show	\$-	\$-	\$-	\$10,000
001-12-03-512-492-31 Multi-Cultural Event	\$-	\$-	\$-	\$35,000
001-12-03-512-498-00 Jazz in the Gardens	\$50,201	\$3,400,000	\$4,782,912	\$3,400,000
TOTAL SPECIAL EVENTS DIVISION	\$270,730	\$3,887,500	\$5,200,041	\$4,268,000

General Fund Office of the City Clerk Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-13-01-513-102-00 Regular Salaries and Wages	\$321,954	\$343,126	\$325,251	\$387,923
001-13-01-513-105-00 Special Pay	\$10,193	\$10,200	\$10,055	\$10,200
001-13-01-513-201-00 FICA	\$24,568	\$26,249	\$24,993	\$28,101
001-13-01-513-202-00 Retirement	\$60,325	\$62,173	\$61,466	\$80,803
001-13-01-513-203-00 Life and Health Insurance	\$67,175	\$78,212	\$60,808	\$73,558
001-13-01-513-204-00 Workers' Compensation	\$1,753	\$926	\$4,579	\$1,075
Operating Expenditures				
001-13-01-513-310-00 Professional Services	\$41,385	\$6,450	\$21,790	\$6,450
001-13-01-513-340-00 Other Contractual	\$33,568	\$31,975	\$64,160	\$31,975
001-13-01-513-400-00 Travel and Per Diem	\$2,210	\$1,700	\$250	\$1,700
001-13-01-513-440-00 Rentals and Leases	\$4,174	\$8,000	\$5,423	\$6,000
001-13-01-513-491-00 Election	\$32,125	\$50,000	\$65,000	\$50,000
001-13-01-513-494-00 Advertising	\$6,597	\$15,000	\$1,553	\$10,000
001-13-01-513-510-00 Office Supplies	\$1,718	\$2,000	\$2,000	\$2,000
001-13-01-513-520-00 Operating Supplies	\$7,691	\$5,000	\$4,480	\$5,000
001-13-01-513-540-00 Books, Publications, and Dues	\$765	\$860	\$610	\$860
001-13-01-513-550-00 Educational & Training	\$3,400	\$1,700	\$8,067	\$1,700
TOTAL CITY CLERK	\$619,602	\$643,571	\$660,485	\$697,345

General Fund Finance Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-13-02-513-102-00 Regular Salaries and Wages	\$886,281	\$934,052	\$943,053	\$1,020,590
001-13-02-513-104-00 Overtime	\$15,663	\$-	\$10,670	\$-
001-13-02-513-105-00 Special Pay	\$3,411	\$3,600	\$3,614	\$3,600
001-13-02-513-106-00	\$483	\$-	\$-	\$-
001-13-02-513-201-00 FICA	\$67,028	\$70,374	\$69,818	\$77,276
001-13-02-513-202-00 Retirement	\$118,458	\$129,284	\$130,925	\$153,271
001-13-02-513-203-00 Life and Health Insurance	\$113,625	\$127,210	\$143,485	\$173,820
001-13-02-513-204-00 Workers' Compensation	\$874	\$2,522	\$2,564	\$2,764
Operating Expenditures				
001-13-02-513-310-00 Professional Services	\$3,605	\$16,500	\$6,191	\$10,995
001-13-02-513-320-00 Accounting and Auditing	\$69,350	\$65,000	\$74,950	\$65,000
001-13-02-513-340-00 Other Contractual	\$33	\$-	\$227	\$-
001-13-02-513-400-00 Travel and Per Diem	\$326	\$13,501	\$7,427	\$13,187
001-13-02-513-440-00 Rentals and Leases	\$-	\$3,600	\$-	\$3,600
001-13-02-513-493-00 Software License	\$1,199	\$-	\$9,064	\$-
001-13-02-513-510-00 Office Supplies	\$2,303	\$3,030	\$2,810	\$3,030
001-13-02-513-520-00 Operating Supplies	\$8,022	\$2,870	\$8,180	\$2,870
001-13-02-513-540-00 Books, Publications, and Dues	\$1,250	\$1,960	\$1,345	\$1,960
001-13-02-513-550-00 Educational & Training	\$1,629	\$3,620	\$1,405	\$3,220
TOTAL FINANCE	\$1,293,541	\$1,377,123	\$1,415,728	\$1,535,183

General Fund	Human Resources Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services					
001-13-03-513-102-00	Regular Salaries and Wages	\$709,475	\$742,760	\$756,568	\$788,449
001-13-03-513-104-00	Overtime	\$14	\$500	\$399	\$500
001-13-03-513-105-00	Special Pay	\$9,034	\$9,000	\$9,034	\$9,000
001-13-03-513-201-00	FICA	\$53,025	\$56,237	\$57,524	\$60,445
001-13-03-513-202-00	Retirement	\$97,485	\$107,294	\$108,855	\$124,171
001-13-03-513-203-00	Life and Health Insurance	\$82,892	\$86,980	\$92,531	\$107,096
001-13-03-513-204-00	Workers' Compensation	\$687	\$2,005	\$2,043	\$2,155
001-13-03-513-231-00	Retiree Insurance Stipend	\$92,178	\$92,004	\$-	\$100,000
Operating Expenditures					
001-13-03-513-310-00	Professional Services	\$83,159	\$75,000	\$60,729	\$50,000
001-13-03-513-313-00	Background Verifications	\$958	\$9,700	\$6,006	\$9,700
001-13-03-513-314-00	Drug & Physical	\$17,372	\$52,938	\$36,038	\$52,938
001-13-03-513-316-00	Psychological/Physical Testing	\$11,030	\$24,000	\$27,400	\$24,000
001-13-03-513-400-00	Travel and Per Diem	\$-	\$7,250	\$576	\$7,250
001-13-03-513-421-00	Postage & Freight	\$8	\$200	\$-	\$200
001-13-03-513-440-00	Rentals and Leases	\$4,823	\$7,500	\$6,469	\$7,500
001-13-03-513-470-00	Printing & Binding	\$-	\$250	\$-	\$250
001-13-03-513-493-00	Software License	\$11,922	\$11,000	\$25,751	\$22,712
001-13-03-513-510-00	Office Supplies	\$5,624	\$5,000	\$7,593	\$5,000
001-13-03-513-520-00	Operating Supplies	\$1,917	\$7,500	\$1,206	\$-
001-13-03-513-540-00	Books, Publications, Dues	\$3,127	\$4,210	\$2,924	\$4,335
001-13-03-513-550-00	Educational & Training	\$(271)	\$4,500	\$4,974	\$3,750
TOTAL HUMAN RESOURCES		\$1,184,458	\$1,305,828	\$1,206,620	\$1,379,451

General Fund Office of the City Attorney Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services					
001-14-00-514-102-00	Regular Salaries and Wages	\$524,220	\$525,952	\$661,826	\$580,120
001-14-00-514-105-00	Special Pay	\$13,357	\$13,800	\$16,864	\$13,800
001-14-00-514-201-00	FICA	\$34,690	\$34,098	\$47,516	\$37,325
001-14-00-514-202-00	Retirement	\$92,954	\$99,962	\$114,227	\$122,174
001-14-00-514-203-00	Life and Health Insurance	\$66,786	\$92,598	\$88,915	\$85,538
001-14-00-514-204-00	Workers' Compensation	\$508	\$1,420	\$1,787	\$1,604
Operating Expenditures					
001-14-00-514-310-00	Professional Services	\$241,238	\$275,000	\$244,669	\$295,000
001-14-00-514-330-00	Court Reporter Services	\$539	\$500	\$-	\$500
001-14-00-514-340-00	Other Contractual	\$-	\$2,000	\$-	\$2,000
001-14-00-514-400-00	Travel & Per Diem	\$1,846	\$2,500	\$72	\$2,500
001-14-00-514-421-00	Postage & Freight	\$-	\$250	\$-	\$250
001-14-00-514-440-00	Rentals and Leases	\$1,444	\$2,000	\$2,000	\$2,000
001-14-00-514-510-00	Office Supplies	\$1,363	\$2,000	\$2,110	\$2,000
001-14-00-514-520-00	Operating Supplies	\$75	\$200	\$-	\$200
001-14-00-514-540-00	Books, Publications, and Dues	\$8,152	\$6,000	\$9,600	\$6,000
001-14-00-514-550-00	Educational & Training	\$-	\$2,000	\$-	\$2,000
TOTAL CITY ATTORNEY		\$987,172	\$1,060,280	\$1,189,586	\$1,153,011

General Fund Planning & Zoning Office Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-15-01-515-102-00 Regular Salaries and Wages	\$497,253	\$593,245	\$518,505	\$574,040
001-15-01-515-104-00 Overtime	\$53	\$-	\$3,610	\$-
001-15-01-515-105-00 Special Pay	\$4,337	\$4,320	\$4,337	\$4,200
001-15-01-515-201-00 FICA	\$37,705	\$45,278	\$39,139	\$44,234
001-15-01-515-202-00 Retirement	\$50,846	\$64,189	\$56,117	\$68,368
001-15-01-515-203-00 Life and Health Insurance	\$68,857	\$86,110	\$86,661	\$96,266
001-15-01-515-204-00 Workers' Compensation	\$1,037	\$1,602	\$3,058	\$1,560
Operating Expenditures				
001-15-01-515-310-00 Professional Services	\$112,794	\$100,000	\$45,912	\$90,000
001-15-01-515-400-00 Travel and Per Diem	\$-	\$2,488	\$3,080	\$2,488
001-15-01-515-410-00 Communications Svc.	\$505	\$938	\$888	\$938
001-15-01-515-470-00 Printing & Binding	\$-	\$500	\$-	\$500
001-15-01-515-493-00 Software License	\$2,019	\$2,785	\$2,039	\$2,785
001-15-01-515-494-00 Advertising	\$31,023	\$10,000	\$3,029	\$10,000
001-15-01-515-510-00 Office Supplies	\$804	\$1,000	\$1,000	\$1,000
001-15-01-515-520-00 Operating Supplies	\$1,275	\$1,000	\$1,176	\$1,000
001-15-01-515-521-00 Computers	\$1,956	\$-	\$-	\$-
001-15-01-515-540-00 Books, Publications, and Dues	\$1,840	\$1,860	\$1,705	\$1,860
001-15-01-515-550-00 Educational & Training	\$2,069	\$1,590	\$65	\$1,590
Capital Outlay				
001-15-01-515-643-00 Computer Software	\$20,235	\$18,608	\$24,146	\$24,147
TOTAL PLANNING & ZONING	\$834,605	\$935,513	\$794,467	\$924,976

General Fund Public Safety Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
School Crossing Guard Program Division				
Personnel Services				
001-21-00-521-102-00 Regular Salaries and Wages	\$97,386	\$92,864	\$93,865	\$99,148
001-21-00-521-103-00 Other Salaries and Wages	\$238,481	\$307,976	\$437,213	\$446,160
001-21-00-521-104-00 Overtime	\$478	\$4,800	\$1,464	\$4,800
001-21-00-521-105-00 Special Pay	\$2,635	\$2,760	\$2,168	\$2,160
001-21-00-521-106-00 Off Duty Services	\$1,967	\$-	\$-	\$-
001-21-00-521-201-00 FICA	\$25,772	\$31,031	\$40,730	\$42,273
001-21-00-521-202-00 Retirement	\$32,550	\$43,890	\$56,011	\$65,510
001-21-00-521-203-00 Life and Health Insurance	\$26,113	\$30,908	\$20,830	\$23,973
001-21-00-521-204-00 Workers' Compensation	\$5,102	\$16,875	\$22,223	\$23,075
001-21-00-521-206-00 ICMA Deferred Comp- Benefit	\$870	\$591	\$1,061	\$-
Operating Expenditures				
001-21-00-521-400-00 Travel & Per Diem	\$-	\$3,000	\$-	\$3,000
001-21-00-521-440-00 Rentals and Leases	\$1,146	\$-	\$-	\$-
001-21-00-521-510-00 Office Supplies	\$710	\$1,000	\$1,000	\$1,000
001-21-00-521-520-00 Operating Supplies	\$9,081	\$3,600	\$(7,602)	\$6,200
001-21-00-521-525-00 Uniforms	\$4,818	\$5,000	\$614	\$3,970
001-21-00-521-540-00 Books, Publications, and Dues	\$200	\$200	\$-	\$200
001-21-00-521-550-00 Educational & Training	\$1,091	\$3,000	\$-	\$3,000
TOTAL SCHOOL CROSSING GUARDS	\$448,398	\$547,495	\$669,577	\$724,469

General Fund Public Safety Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Police Administration Division				
Personnel Services				
001-21-01-521-102-00 Regular Salaries and Wages	\$18,752,419	\$22,589,364	\$21,905,803	\$23,691,429
001-21-01-521-104-00 Overtime	\$2,901,629	\$2,500,000	\$3,230,690	\$2,500,000
001-21-01-521-105-00 Special Pay	\$302,587	\$380,960	\$311,225	\$349,640
001-21-01-521-106-00 Off Duty Services	\$1,798,321	\$1,300,000	\$2,327,873	\$1,300,000
001-21-01-521-201-00 FICA	\$1,705,779	\$2,007,562	\$1,819,259	\$2,119,743
001-21-01-521-202-00 Retirement	\$4,847,842	\$5,993,143	\$5,572,343	\$6,641,063
001-21-01-521-203-00 Life and Health Insurance	\$2,797,754	\$3,953,967	\$3,612,975	\$4,398,442
001-21-01-521-204-00 Workers' Compensation	\$337,627	\$827,522	\$992,368	\$886,622
001-21-01-521-206-00 ICMA Deferred Comp- Benefit	\$50,656	\$57,255	\$23,768	\$19,852
Operating Expenditures				
001-21-01-521-310-00 Professional Services	\$721,876	\$443,000	\$763,392	\$443,000
001-21-01-521-340-00 Other Contractual	\$47,034	\$98,000	\$1,626	\$-
001-21-01-521-400-00 Travel and Per Diem	\$24,170	\$34,735	\$45,959	\$34,735
001-21-01-521-410-00 Communications Svc.	\$51,215	\$-	\$60,154	\$60,000
001-21-01-521-421-00 Postage & Freight	\$736	\$7,000	\$840	\$7,000
001-21-01-521-431-00 Electricity	\$-	\$-	\$864	\$1,250
001-21-01-521-434-00 Cable T.V. service	\$1,235	\$-	\$2,243	\$1,500
001-21-01-521-440-00 Rentals and Leases	\$29,437	\$40,300	\$39,699	\$45,000
001-21-01-521-460-00 Repairs and Maintenance Service	\$19,744	\$215,300	\$180,514	\$227,300
001-21-01-521-493-00 Software License	\$564,793	\$659,912	\$572,713	\$769,232
001-21-01-521-494-00 Advertising	\$-	\$300	\$-	\$300
001-21-01-521-510-00 Office Supplies	\$2,934	\$3,500	\$3,639	\$3,500
001-21-01-521-520-00 Operating Supplies	\$108,446	\$219,000	\$253,768	\$230,100
001-21-01-521-525-00 Uniforms	\$1,190	\$-	\$3,111	\$-
001-21-01-521-540-00 Books, Publications, and Dues	\$3,980	\$5,650	\$5,550	\$5,650
001-21-01-521-550-00 Educational & Training	\$49,105	\$100,000	\$26,629	\$100,000
Non-Operating Expenditures				
001-21-01-521-821-00 Aids to Community Organization	\$-	\$15,000	\$20,243	\$15,000
TOTAL POLICE - ADMINISTRATION	\$35,120,509	\$41,451,470	\$41,777,248	\$43,850,358

General Fund Public Safety Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Police Investigations Division				
Operating Expenditures				
001-21-02-521-310-00 Professional Services	\$3,242	\$2,540	\$17,907	\$2,540
001-21-02-521-350-00 Investigations	\$9,215	\$5,500	\$8,600	\$5,500
001-21-02-521-400-00 Travel and Per Diem	\$-	\$1,000	\$60	\$1,000
001-21-02-521-440-00 Rentals and Leases	\$119,854	\$107,000	\$135,686	\$107,000
001-21-02-521-460-00 Repairs and Maintenance Service	\$25,196	\$-	\$-	\$-
001-21-02-521-510-00 Office Supplies	\$6,001	\$5,500	\$5,500	\$5,500
001-21-02-521-520-00 Operating Supplies	\$42,261	\$10,100	\$8,600	\$10,100
TOTAL POLICE - INVESTIGATIONS	\$205,769	\$131,640	\$176,353	\$131,640
Police Operations Division				
Operating Expenditures				
001-21-03-521-340-00 Other Contractual	\$37,382	\$35,000	\$29,130	\$38,000
001-21-03-521-460-00 Repairs and Maintenance Service	\$5,440	\$7,500	\$6,305	\$7,500
001-21-03-521-510-00 Office Supplies	\$4,084	\$2,000	\$2,000	\$2,000
001-21-03-521-520-00 Operating Supplies	\$29,587	\$31,500	\$31,144	\$24,500
TOTAL POLICE - OPERATIONS	\$76,494	\$76,000	\$68,579	\$72,000

General Fund Public Safety Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Police Support Services Division				
Operating Expenditures				
001-21-04-521-310-00 Professional Services	\$50,465	\$50,960	\$78,832	\$50,960
001-21-04-521-400-00 Travel and Per Diem	\$581	\$-	\$-	\$-
001-21-04-521-440-00 Rentals and Leases	\$-	\$-	\$3,840	\$-
001-21-04-521-460-00 Repairs and Maintenance Service	\$51,258	\$57,345	\$46,555	\$53,945
001-21-04-521-470-00 Printing & Binding	\$7,102	\$15,000	\$9,950	\$15,000
001-21-04-521-497-00 Other Obligations	\$602	\$602	\$2,408	\$602
001-21-04-521-510-00 Office Supplies	\$4,695	\$5,000	\$5,000	\$5,000
001-21-04-521-520-00 Operating Supplies	\$56,755	\$59,000	\$59,929	\$59,000
001-21-04-521-525-00 Uniforms	\$57,518	\$127,500	\$127,181	\$127,500
TOTAL POLICE SUPPORT	\$228,976	\$315,407	\$333,695	\$312,007

General Fund Public Safety Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
COPS II Grant				
Personnel Services				
001-21-06-521-102-00 Regular Salaries and Wages	\$733,392	\$-	\$-	\$-
001-21-06-521-104-00 Overtime	\$149,008	\$-	\$3,420	\$-
001-21-06-521-105-00 Special Pay	\$16,484	\$-	\$-	\$-
001-21-06-521-106-00 Off Duty Services	\$147,976	\$-	\$-	\$-
001-21-06-521-201-00 FICA	\$74,612	\$-	\$-	\$-
001-21-06-521-202-00 Retirement	\$220,044	\$-	\$-	\$-
001-21-06-521-203-00 Life and Health Insurance	\$144,735	\$-	\$-	\$-
001-21-06-521-204-00 Workers' Compensation	\$15,775	\$-	\$-	\$-
TOTAL POLICE COPS II	\$1,502,026	\$-	\$3,420	\$-

General Fund Public Safety Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
COPS III Grant				
Personnel Services				
001-21-07-521-102-00 Regular Salaries and Wages	\$654,808	\$-	\$-	\$-
001-21-07-521-104-00 Overtime	\$111,512	\$-	\$-	\$-
001-21-07-521-105-00 Special Pay	\$21,389	\$-	\$-	\$-
001-21-07-521-106-00 Off Duty Services	\$98,252	\$-	\$-	\$-
001-21-07-521-201-00 FICA	\$65,152	\$-	\$-	\$-
001-21-07-521-202-00 Retirement	\$189,915	\$-	\$-	\$-
001-21-07-521-203-00 Life and Health Insurance	\$109,389	\$-	\$-	\$-
001-21-07-521-204-00 Workers' Compensation	\$11,496	\$-	\$-	\$-
TOTAL POLICE COPS III	\$1,261,914	\$-	\$-	\$-

General Fund Public Safety Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
COPS IV Grant				
Personnel Services				
001-21-08-521-102-00 Regular Salaries and Wages	\$671,074	\$-	\$-	\$-
001-21-08-521-104-00 Overtime	\$89,516	\$-	\$439	\$-
001-21-08-521-105-00 Special Pay	\$7,982	\$-	\$-	\$-
001-21-08-521-106-00 Off Duty Services	\$158,814	\$-	\$-	\$-
001-21-08-521-201-00 FICA	\$69,166	\$-	\$-	\$-
001-21-08-521-202-00 Retirement	\$188,925	\$-	\$-	\$-
001-21-08-521-203-00 Life and Health Insurance	\$97,826	\$-	\$-	\$-
001-21-08-521-204-00 Workers' Compensation	\$13,956	\$-	\$-	\$-
TOTAL POLICE COPS IV	\$1,297,259	\$-	\$439	\$-

General Fund Code Compliance Division Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-29-01-529-102-00 Regular Salaries and Wages	\$987,311	\$1,081,750	\$1,072,939	\$1,289,667
001-29-01-529-104-00 Overtime	\$19,286	\$15,000	\$123,715	\$50,000
001-29-01-529-105-00 Special Pay	\$8,022	\$7,921	\$8,299	\$8,400
001-29-01-529-201-00 FICA	\$74,971	\$83,796	\$82,567	\$103,129
001-29-01-529-202-00 Retirement	\$100,430	\$138,343	\$117,260	\$181,673
001-29-01-529-203-00 Life and Health Insurance	\$202,403	\$247,601	\$226,206	\$299,273
001-29-01-529-204-00 Workers' Compensation	\$5,625	\$20,084	\$17,632	\$25,341
001-29-01-529-206-00 ICMA Deferred Comp- Benefit	\$2,739	\$2,727	\$3,147	\$3,253
Operating Expenditures				
001-29-01-529-310-00 Professional Services	\$8,088	\$35,000	\$15,804	\$-
001-29-01-529-340-00 Other Contractual	\$38,902	\$50,000	\$52,041	\$75,000
001-29-01-529-400-00 Travel & Per Diem	\$(216)	\$-	\$-	\$-
001-29-01-529-410-00 Communications Svc.	\$3,533	\$6,561	\$8,580	\$6,561
001-29-01-529-421-00 Postage & Freight	\$157	\$300	\$84	\$300
001-29-01-529-440-00 Rentals and Leases	\$9,663	\$12,000	\$12,325	\$12,000
001-29-01-529-470-00 Printing & Binding	\$7,492	\$10,000	\$7,988	\$10,000
001-29-01-529-510-00 Office Supplies	\$5,051	\$4,000	\$3,816	\$4,000
001-29-01-529-520-00 Operating Supplies	\$3,422	\$5,000	\$8,434	\$5,000
001-29-01-529-521-00 Computers	\$1,876	\$-	\$-	\$-
001-29-01-529-525-00 Uniforms	\$5,169	\$5,000	\$2,433	\$5,000
001-29-01-529-540-00 Books, Publications, and Dues	\$1,788	\$1,750	\$2,280	\$1,750
001-29-01-529-550-00 Educational & Training	\$2,200	\$7,600	\$4,500	\$7,600
Capital Outlay				
001-29-01-529-643-00 Computer Software	\$83,472	\$76,757	\$99,604	\$76,757
TOTAL CODE ENFORCEMENT	\$1,571,384	\$1,811,190	\$1,869,654	\$2,164,704

General Fund Parks & Recreation Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Administration Division					
Personnel Services					
001-72-00-572-102-00	Regular Salaries and Wages	\$932,101	\$1,142,399	\$1,109,325	\$1,308,726
001-72-00-572-104-00	Overtime	\$19,529	\$14,000	\$51,067	\$20,000
001-72-00-572-105-00	Special Pay	\$8,981	\$8,880	\$9,309	\$10,080
001-72-00-572-201-00	FICA	\$72,303	\$88,465	\$85,016	\$102,418
001-72-00-572-202-00	Retirement	\$129,299	\$148,732	\$146,970	\$184,792
001-72-00-572-203-00	Life and Health Insurance	\$135,555	\$164,653	\$181,533	\$191,807
001-72-00-572-204-00	Workers' Compensation	\$9,141	\$35,522	\$31,723	\$37,356
Operating Expenditures					
001-72-00-572-310-00	Professional Services	\$6,735	\$7,000	\$11,385	\$2,000
001-72-00-572-313-00	Background Verifications	\$3,274	\$-	\$(191)	\$-
001-72-00-572-340-00	Other Contractual	\$18,601	\$100,000	\$132,808	\$55,000
001-72-00-572-400-00	Travel and Per Diem	\$-	\$5,500	\$-	\$3,000
001-72-00-572-410-00	Communications Svc.	\$2,351	\$2,250	\$3,292	\$2,250
001-72-00-572-411-00	Telephone	\$90,010	\$75,100	\$146,836	\$100,000
001-72-00-572-431-00	Electricity	\$57,215	\$115,000	\$113,000	\$112,500
001-72-00-572-432-00	Water	\$25,964	\$50,000	\$31,256	\$25,000
001-72-00-572-433-00	Gas	\$-	\$120	\$-	\$120
001-72-00-572-440-00	Rentals and Leases	\$38,008	\$35,300	\$36,615	\$15,000
001-72-00-572-460-00	Repairs and Maintenance Serv	\$11,282	\$3,949	\$3,949	\$22,849
001-72-00-572-461-00	Facility/Grounds Maint	\$12,254	\$28,750	\$33,928	\$20,650
001-72-00-572-470-00	Printing & Binding	\$702	\$4,250	\$1,944	\$3,100
001-72-00-572-493-00	Software License	\$-	\$-	\$400	\$-
001-72-00-572-494-00	Legal Advertising	\$-	\$-	\$-	\$5,000
001-72-00-572-497-00	Other Obligations	\$55,168	\$65,594	\$67,227	\$64,472
001-72-00-572-510-00	Office Supplies	\$426	\$1,000	\$4,935	\$1,000
001-72-00-572-520-00	Operating Supplies	\$40,004	\$19,000	\$18,190	\$53,000
001-72-00-572-521-00	Computers	\$-	\$-	\$-	\$7,000
001-72-00-572-525-00	Uniforms	\$5,975	\$7,000	\$-	\$7,000
001-72-00-572-540-00	Books, Publications, and Dues	\$3,516	\$2,750	\$7,231	\$2,750
001-72-00-572-550-00	Educational & Training	\$2,417	\$3,500	\$-	\$3,500
001-72-00-572-640-00	Machinery and Equipment	\$-	\$-	\$-	\$10,750
TOTAL PARKS & RECREATION - ADMINISTRATION		\$1,680,812	\$2,128,714	\$2,227,748	\$2,371,120

General Fund Parks & Recreation Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Maintenance Division				
Personnel Services				
001-72-01-572-102-00 Regular Salaries and Wages	\$627,399	\$713,126	\$776,678	\$1,093,275
001-72-01-572-104-00 Overtime	\$16,938	\$17,500	\$53,056	\$17,500
001-72-01-572-105-00 Special Pay	\$5,212	\$4,381	\$5,000	\$4,380
001-72-01-572-201-00 FICA	\$47,479	\$55,893	\$57,663	\$85,306
001-72-01-572-202-00 Retirement	\$65,134	\$79,054	\$85,349	\$132,298
001-72-01-572-203-00 Life and Health Insurance	\$142,879	\$192,237	\$202,258	\$269,696
001-72-01-572-204-00 Workers' Compensation	\$13,493	\$39,779	\$43,356	\$58,903
Operating Expenditures				
001-72-01-572-310-00 Professional Services	\$1,798	\$-	\$720	\$-
001-72-01-572-340-00 Other Contractual	\$123,835	\$171,104	\$198,217	\$255,012
001-72-01-572-431-00 Electricity	\$827	\$3,180	\$2,252	\$2,913
001-72-01-572-432-00 Water	\$3,363	\$1,700	\$1,803	\$1,700
001-72-01-572-434-00 Cable T.V. service	\$-	\$1,380	\$-	\$-
001-72-01-572-440-00 Rentals and Leases	\$15,082	\$11,600	\$9,600	\$11,600
001-72-01-572-460-00 Repairs and Maintenance Serv	\$61,710	\$68,600	\$56,379	\$115,643
001-72-01-572-461-00 Facility/Grounds Maint	\$1,425	\$-	\$-	\$-
001-72-01-572-497-00 Other Obligations	\$-	\$5,397	\$167	\$5,453
001-72-01-572-510-00 Office Supplies	\$19	\$300	\$300	\$300
001-72-01-572-520-00 Operating Supplies	\$90,915	\$18,000	\$29,910	\$18,000
001-72-01-572-525-00 Uniforms	\$3,410	\$8,000	\$5,562	\$5,500
001-72-01-572-531-00 Landscape Supplies/Materials	\$17,105	\$15,000	\$12,832	\$15,000
001-72-01-572-550-00 Educational & Training	\$150	\$1,250	\$268	\$1,250
TOTAL PARKS & RECREATION - MAINTENANCE	\$1,238,173	\$1,407,481	\$1,541,370	\$2,093,729

General Fund Parks & Recreation Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Betty T. Ferguson Community Center Division					
Personnel Services					
001-72-02-572-102-00	Regular Salaries and Wages	\$422,807	\$638,185	\$596,109	\$799,118
001-72-02-572-104-00	Overtime	\$29,703	\$12,000	\$40,030	\$12,000
001-72-02-572-105-00	Special Pay	\$785	\$600	\$1,597	\$600
001-72-02-572-201-00	FICA	\$34,034	\$49,739	\$46,216	\$62,091
001-72-02-572-202-00	Retirement	\$46,254	\$70,350	\$66,265	\$96,607
001-72-02-572-203-00	Life and Health Insurance	\$66,197	\$86,549	\$100,260	\$112,568
001-72-02-572-204-00	Workers' Compensation	\$5,841	\$23,962	\$23,470	\$32,871
Operating Expenditures					
001-72-02-572-310-00	Professional Services	\$5,223	\$19,500	\$13,680	\$18,000
001-72-02-572-340-00	Other Contractual	\$117	\$11,860	\$124,748	\$11,860
001-72-02-572-341-00	Contractual Svc. Maint	\$7,050	\$8,100	\$27,431	\$8,100
001-72-02-572-344-00	Instructors payments	\$5,651	\$40,000	\$26,275	\$40,000
001-72-02-572-400-00	Travel and Per Diem	\$-	\$500	\$-	\$500
001-72-02-572-411-00	Telephone Services	\$7,689	\$5,700	\$7,409	\$5,700
001-72-02-572-431-00	Electricity	\$112,750	\$122,500	\$157,116	\$150,000
001-72-02-572-432-00	Water	\$29,171	\$24,640	\$24,246	\$25,000
001-72-02-572-440-00	Rentals and Leases	\$5,739	\$5,700	\$6,516	\$5,700
001-72-02-572-460-00	Repairs and Maintenance Service	\$186,174	\$129,927	\$34,091	\$129,927
001-72-02-572-461-00	Facility/Grounds Maint	\$206,022	\$195,418	\$188,735	\$228,721
001-72-02-572-470-00	Printing & Binding	\$-	\$3,250	\$-	\$3,250
001-72-02-572-497-00	Other Obligations	\$19,849	\$20,590	\$39,140	\$20,590
001-72-02-572-510-00	Office Supplies	\$2,154	\$4,500	\$4,500	\$4,500
001-72-02-572-520-00	Operating Supplies	\$18,427	\$18,000	\$21,847	\$18,000
001-72-02-572-525-00	Uniforms	\$7,755	\$5,500	\$-	\$5,500
001-72-02-572-528-00	Small Tools and Equipment	\$-	\$1,000	\$-	\$1,000
001-72-02-572-531-00	Landscape Supplies/Materials	\$3,068	\$-	\$-	\$-
001-72-02-572-540-00	Books, Publications, and Dues	\$320	\$500	\$308	\$500
001-72-02-572-550-00	Educational & Training	\$1,016	\$-	\$80	\$-
TOTAL BTF COMMUNITY CENTER		\$1,223,796	\$1,498,570	\$1,550,069	\$1,792,703

General Fund Parks & Recreation Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Athletics Program				
Personnel Services				
001-72-04-572-102-00 Regular Salaries and Wages	\$337,881	\$543,199	\$274,629	\$348,322
001-72-04-572-104-00 Overtime	\$13,267	\$15,000	\$31,510	\$15,000
001-72-04-572-105-00 Special Pay	\$1,205	\$1,200	\$1,205	\$1,800
001-72-04-572-201-00 FICA	\$26,106	\$42,702	\$21,137	\$27,931
001-72-04-572-202-00 Retirement	\$35,809	\$60,397	\$30,588	\$43,272
001-72-04-572-203-00 Life and Health Insurance	\$81,263	\$139,427	\$68,656	\$86,616
001-72-04-572-204-00 Workers' Compensation	\$5,120	\$22,325	\$11,812	\$14,390
Operating Expenditures				
001-72-04-572-310-00 Professional Services	\$5,392	\$53,000	\$38,046	\$62,200
001-72-04-572-340-00 Other Contractual	\$166,673	\$346,500	\$281,067	\$346,000
001-72-04-572-400-00 Travel & Per Diem	\$-	\$3,000	\$-	\$3,000
001-72-04-572-410-00 Communications Svc.	\$1,779	\$-	\$22,004	\$1,200
001-72-04-572-440-00 Rentals and Leases	\$42,328	\$39,000	\$56,238	\$39,000
001-72-04-572-450-00 Insurance	\$6,455	\$6,000	\$17,176	\$6,000
001-72-04-572-460-00 Repairs and Maintenance Service	\$-	\$-	\$-	\$20,000
001-72-04-572-470-00 Printing & Binding	\$960	\$-	\$-	\$-
001-72-04-572-510-00 Office Supplies	\$368	\$600	\$781	\$600
001-72-04-572-520-00 Operating Supplies	\$105,692	\$92,500	\$63,456	\$92,500
001-72-04-572-540-00 Books, Publications, and Dues	\$2,550	\$5,000	\$4,500	\$5,000
001-72-04-572-550-00 Educational & Training	\$-	\$1,000	\$-	\$1,000
TOTAL ATHLETIC DIVISION	\$832,846	\$1,370,850	\$922,805	\$1,113,831

General Fund Parks & Recreation Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Bunche Pool Program					
Personnel Services					
001-72-05-572-102-00	Regular Salaries and Wages	\$153,399	\$218,338	\$147,180	\$198,150
001-72-05-572-104-00	Overtime	\$13,887	\$250	\$12,579	\$250
001-72-05-572-201-00	FICA	\$12,779	\$16,722	\$11,371	\$15,181
001-72-05-572-202-00	Retirement	\$17,153	\$23,651	\$14,702	\$23,629
001-72-05-572-203-00	Life and Health Insurance	\$37,612	\$50,321	\$27,943	\$29,291
001-72-05-572-204-00	Workers' Compensation	\$2,464	\$8,974	\$6,293	\$8,143
Operating Expenditures					
001-72-05-572-310-00	Professional Services	\$2,650	\$-	\$68	\$-
001-72-05-572-340-00	Other Contractual	\$25,825	\$28,780	\$28,211	\$29,225
001-72-05-572-411-00	Telephone Services	\$-	\$1,000	\$-	\$1,000
001-72-05-572-431-00	Electricity	\$12,761	\$2,000	\$38,122	\$33,750
001-72-05-572-432-00	Water	\$2,152	\$10,000	\$2,028	\$2,750
001-72-05-572-440-00	Rentals and Leases	\$2,723	\$3,300	\$5,016	\$3,300
001-72-05-572-460-00	Repairs and Maintenance Service	\$9,798	\$10,356	\$28,897	\$10,356
001-72-05-572-461-00	Facility/Grounds Maint	\$1,950	\$1,350	\$8,759	\$1,350
001-72-05-572-497-00	Other Obligations	\$250	\$-	\$753	\$-
001-72-05-572-510-00	Office Supplies	\$482	\$1,000	\$1,000	\$1,000
001-72-05-572-520-00	Operating Supplies	\$13,755	\$8,802	\$12,788	\$8,802
001-72-05-572-521-00	Operating Supplies- PW	\$-	\$841	\$-	\$841
001-72-05-572-525-00	Uniforms	\$519	\$1,500	\$2,932	\$1,500
TOTAL BUNCHE POOL		\$310,160	\$387,185	\$348,642	\$368,518

General Fund Parks & Recreation Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Buccaneer Park				
Personnel Services				
001-72-06-572-102-00 Regular Salaries and Wages	\$229,592	\$247,830	\$295,028	\$340,889
001-72-06-572-104-00 Overtime	\$3,847	\$5,000	\$2,258	\$5,000
001-72-06-572-105-00 Special Pay	\$1,717	\$1,200	\$1,805	\$600
001-72-06-572-201-00 FICA	\$17,609	\$19,341	\$22,759	\$26,501
001-72-06-572-202-00 Retirement	\$23,412	\$27,356	\$27,388	\$41,198
001-72-06-572-203-00 Life and Health Insurance	\$47,558	\$47,822	\$45,284	\$48,006
001-72-06-572-204-00 Workers' Compensation	\$3,442	\$10,186	\$12,140	\$14,037
Operating Expenditures				
001-72-06-572-310-00 Professional Services	\$398	\$-	\$79	\$-
001-72-06-572-340-00 Other Contractual	\$74,263	\$116,520	\$81,165	\$96,820
001-72-06-572-410-00 Communications Svc.	\$3,094	\$4,200	\$3,820	\$3,000
001-72-06-572-411-00 Telephone Services	\$-	\$1,000	\$-	\$1,000
001-72-06-572-431-00 Electricity	\$7,289	\$7,705	\$14,966	\$12,500
001-72-06-572-432-00 Water	\$1,579	\$7,500	\$1,777	\$5,000
001-72-06-572-440-00 Rentals and Leases	\$10	\$2,400	\$-	\$2,400
001-72-06-572-460-00 Repairs and Maintenance Service	\$9,940	\$21,060	\$22,452	\$18,060
001-72-06-572-461-00 Facility/Grounds Maint	\$4,066	\$7,056	\$6,424	\$7,056
001-72-06-572-470-00 Printing & Binding	\$-	\$500	\$-	\$500
001-72-06-572-492-00 Special Events	\$304	\$1,500	\$-	\$1,500
001-72-06-572-497-00 Other Obligations	\$125	\$-	\$-	\$-
001-72-06-572-510-00 Office Supplies	\$465	\$1,200	\$1,611	\$1,200
001-72-06-572-520-00 Operating Supplies	\$13,450	\$18,775	\$5,234	\$18,775
001-72-06-572-525-00 Uniforms	\$1,000	\$1,000	\$-	\$1,000
001-72-06-572-528-00 Small Tools and Equipment	\$(484)	\$-	\$-	\$-
001-72-06-572-540-00 Books, Publications, and Dues	\$-	\$650	\$-	\$650
001-72-06-572-550-00 Educational & Training	\$375	\$-	\$280	\$-
TOTAL BUCCANEER PARK	\$443,052	\$549,801	\$544,470	\$645,692

General Fund Parks & Recreation Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Norwood Park					
Personnel Services					
001-72-07-572-102-00	Regular Salaries and Wages	\$105,908	\$335,497	\$150,270	\$219,999
001-72-07-572-104-00	Overtime	\$3,288	\$3,000	\$11,313	\$3,000
001-72-07-572-201-00	FICA	\$8,727	\$25,895	\$11,670	\$17,059
001-72-07-572-202-00	Retirement	\$12,048	\$36,625	\$15,695	\$26,559
001-72-07-572-203-00	Life and Health Insurance	\$21,711	\$61,320	\$31,100	\$41,237
001-72-07-572-204-00	Workers' Compensation	\$1,349	\$13,789	\$5,880	\$9,042
Operating Expenditures					
001-72-07-572-340-00	Other Contractual	\$127,300	\$137,753	\$117,947	\$131,753
001-72-07-572-341-00	Contractual Svc. Maint	\$12,940	\$21,816	\$21,481	\$16,000
001-72-07-572-400-00	Travel & Per Diem	\$-	\$1,000	\$-	\$1,000
001-72-07-572-411-00	Telephone Services	\$-	\$5,000	\$-	\$1,500
001-72-07-572-431-00	Electricity	\$9,288	\$10,000	\$13,992	\$12,500
001-72-07-572-432-00	Water	\$12,510	\$24,000	\$8,593	\$7,500
001-72-07-572-433-00	Gas	\$13,960	\$3,000	\$781	\$36,000
001-72-07-572-440-00	Rentals and Leases	\$-	\$6,950	\$-	\$6,950
001-72-07-572-460-00	Repairs and Maintenance Service	\$10,310	\$20,036	\$9,693	\$20,036
001-72-07-572-461-00	Facility/Grounds Maint	\$2,104	\$6,662	\$5,038	\$6,662
001-72-07-572-470-00	Printing & Binding	\$-	\$500	\$-	\$500
001-72-07-572-492-00	Special Events	\$-	\$1,500	\$-	\$1,500
001-72-07-572-497-00	Other Obligations	\$250	\$-	\$-	\$-
001-72-07-572-510-00	Office Supplies	\$816	\$1,700	\$1,279	\$1,700
001-72-07-572-520-00	Operating Supplies	\$20,496	\$34,150	\$11,856	\$34,150
001-72-07-572-525-00	Uniforms	\$1,181	\$1,500	\$-	\$1,500
001-72-07-572-540-00	Books, Publications, and Dues	\$-	\$700	\$-	\$700
001-72-07-572-550-00	Educational & Training	\$40	\$1,250	\$-	\$1,250
TOTAL NORWOOD PARK		\$364,223	\$753,643	\$416,588	\$598,097

General Fund Parks & Recreation Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Bunche Park				
Personnel Services				
001-72-08-572-102-00 Regular Salaries and Wages	\$97,526	\$313,678	\$156,297	\$244,831
001-72-08-572-104-00 Overtime	\$8,410	\$1,800	\$21,934	\$1,800
001-72-08-572-105-00 Special Pay	\$602	\$1,200	\$512	\$600
001-72-08-572-201-00 FICA	\$7,783	\$24,134	\$12,455	\$18,909
001-72-08-572-202-00 Retirement	\$10,426	\$34,135	\$16,496	\$29,375
001-72-08-572-203-00 Life and Health Insurance	\$28,245	\$59,700	\$31,770	\$35,881
001-72-08-572-204-00 Workers' Compensation	\$1,561	\$10,895	\$6,957	\$10,088
Operating Expenditures				
001-72-08-572-310-00 Professional Services	\$405	\$-	\$132	\$-
001-72-08-572-340-00 Other Contractual	\$56,113	\$54,635	\$38,179	\$51,635
001-72-08-572-341-00 Contractual Svc. Maint	\$16,163	\$32,400	\$48,600	\$54,400
001-72-08-572-344-00 Instructor Payments	\$-	\$27,000	\$4,398	\$27,000
001-72-08-572-400-00 Travel & Per Diem	\$-	\$1,200	\$-	\$1,200
001-72-08-572-410-00 Communications Svc.	\$5,512	\$4,800	\$34,190	\$4,800
001-72-08-572-411-00 Telephone Services	\$240	\$-	\$540	\$-
001-72-08-572-431-00 Electricity	\$12,408	\$45,078	\$60,209	\$50,000
001-72-08-572-432-00 Water	\$-	\$4,500	\$-	\$2,000
001-72-08-572-440-00 Rentals and Leases	\$2,057	\$1,935	\$7,736	\$1,935
001-72-08-572-460-00 Repairs and Maintenance Service	\$1,870	\$26,772	\$10,657	\$31,878
001-72-08-572-461-00 Facility/Grounds Maint	\$9,352	\$22,400	\$29,106	\$22,400
001-72-08-572-470-00 Printing & Binding	\$-	\$900	\$-	\$900
001-72-08-572-492-00 Special Events	\$-	\$900	\$-	\$100,900
001-72-08-572-510-00 Office Supplies	\$389	\$720	\$-	\$720
001-72-08-572-520-00 Operating Supplies	\$37,144	\$13,425	\$22,095	\$13,425
001-72-08-572-525-00 Uniforms	\$4,531	\$900	\$-	\$900
001-72-08-572-540-00 Books, Publications, and Dues	\$338	\$525	\$-	\$525
001-72-08-572-550-00 Educational & Training	\$88	\$900	\$34	\$900
TOTAL BUNCHE PARK	\$301,165	\$684,532	\$502,297	\$707,002

General Fund Parks & Recreation Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Senior Family Center					
Personnel Services					
001-72-10-572-102-00	Regular Salaries and Wages	\$5,855	\$276,069	\$239,883	\$339,620
001-72-10-572-104-00	Overtime	\$139	\$-	\$10,439	\$-
001-72-10-572-105-00	Special Pay	\$44	\$600	\$1,179	\$600
001-72-10-572-201-00	FICA	\$458	\$21,119	\$18,351	\$26,023
001-72-10-572-202-00	Retirement	\$649	\$29,871	\$26,260	\$40,451
001-72-10-572-203-00	Life and Health Insurance	\$368	\$60,253	\$42,360	\$50,379
001-72-10-572-204-00	Workers' Compensation	\$83	\$746	\$9,989	\$13,983
Operating Expenditures					
001-72-10-572-310-00	Professional Services	\$-	\$1,000	\$4,947	\$1,000
001-72-10-572-340-00	Other Contractual	\$11,307	\$151,360	\$60,072	\$128,400
001-72-10-572-341-00	Contractual Svc. Maint	\$4,977	\$65,000	\$55,157	\$33,500
001-72-10-572-344-00	Instructor Payments	\$-	\$45,000	\$-	\$45,000
001-72-10-572-410-00	Communications Svc.	\$-	\$8,100	\$-	\$15,624
001-72-10-572-431-00	Electricity	\$5,990	\$76,500	\$30,859	\$31,625
001-72-10-572-432-00	Water	\$5,946	\$24,000	\$20,292	\$15,000
001-72-10-572-433-00	Gas	\$254	\$-	\$673	\$400
001-72-10-572-440-00	Rentals and Leases	\$585	\$10,500	\$7,180	\$10,500
001-72-10-572-460-00	Repairs and Maintenance Service	\$3,700	\$25,820	\$17,547	\$25,820
001-72-10-572-461-00	Facility/Grounds Maint	\$751	\$23,916	\$4,134	\$23,916
001-72-10-572-470-00	Printing & Binding	\$-	\$2,500	\$-	\$2,500
001-72-10-572-497-00	Other Obligations	\$-	\$-	\$623	\$-
001-72-10-572-510-00	Office Supplies	\$2,726	\$1,200	\$979	\$1,200
001-72-10-572-520-00	Operating Supplies	\$96,537	\$26,000	\$75,907	\$26,000
001-72-10-572-540-00	Books, Publications, and Dues	\$-	\$875	\$-	\$875
001-72-10-572-550-00	Educational & Training	\$-	\$3,500	\$-	\$3,500
TOTAL SENIOR FAMILY CENTER		\$140,368	\$853,929	\$626,831	\$835,916

General Fund Parks & Recreation Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Cloverleaf Park Division				
Personnel Services				
001-72-11-572-102-00 Regular Salaries and Wages	\$-	\$-	\$-	\$131,954
001-72-11-572-201-00 FICA	\$-	\$-	\$-	\$10,092
001-72-11-572-202-00 Retirement	\$-	\$-	\$-	\$15,717
001-72-11-572-203-00 Life and Health Insurance	\$-	\$-	\$-	\$24,161
001-72-11-572-204-00 Workers' Compensation	\$-	\$-	\$-	\$5,423
Operating Expenditures				
001-72-11-572-340-00 Other Contractual	\$-	\$-	\$3,604	\$39,208
001-72-11-572-341-00 Contractual Svc. Maint	\$-	\$-	\$-	\$5,300
001-72-11-572-410-00 Communications Svc.	\$-	\$-	\$-	\$3,000
001-72-11-572-431-00 Electricity	\$-	\$-	\$4,062	\$11,250
001-72-11-572-432-00 Water	\$-	\$-	\$80	\$6,000
001-72-11-572-440-00 Rentals and Leases	\$-	\$-	\$-	\$420
001-72-11-572-460-00 Repairs and Maintenance Service	\$-	\$-	\$-	\$15,066
001-72-11-572-461-00 Facility/Grounds Maint	\$-	\$-	\$-	\$9,256
001-72-11-572-510-00 Office Supplies	\$-	\$-	\$-	\$1,200
001-72-11-572-520-00 Operating Supplies	\$-	\$-	\$-	\$27,600
001-72-11-572-540-00 Books, Publications, and Dues	\$-	\$-	\$-	\$350
001-72-11-572-550-00 Educational & Training	\$-	\$-	\$-	\$2,500
TOTAL CLOVERLEAF PARK	\$-	\$-	\$7,746	\$308,497

General Fund Parks & Recreation Department Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Andover Park Division				
Personnel Services				
001-72-12-572-102-00 Regular Salaries and Wages	\$-	\$-	\$-	\$81,768
001-72-12-572-201-00 FICA	\$-	\$-	\$-	\$6,254
001-72-12-572-202-00 Retirement	\$-	\$-	\$-	\$9,739
001-72-12-572-204-00 Workers' Compensation	\$-	\$-	\$-	\$3,361
Operating Expenditures				
001-72-12-572-340-00 Other Contractual	\$-	\$-	\$3,244	\$36,533
001-72-12-572-431-00 Electricity	\$-	\$-	\$-	\$7,500
001-72-12-572-432-00 Water	\$-	\$-	\$-	\$6,000
001-72-12-572-460-00 Repairs and Maintenance Service	\$-	\$-	\$-	\$11,326
001-72-12-572-520-00 Operating Supplies	\$-	\$-	\$-	\$13,300
TOTAL ANDOVER PARK	\$-	\$-	\$3,244	\$175,781

General Fund	Office of Procurement Management Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services					
001-13-05-513-102-00	Regular Salaries and Wages	\$287,811	\$348,183	\$384,178	\$384,440
001-13-05-513-104-00	Overtime	\$95	\$-	\$-	\$-
001-13-05-513-105-00	Special Pay	\$3,011	\$3,000	\$3,611	\$3,000
001-13-05-513-201-00	FICA	\$20,723	\$26,636	\$28,055	\$29,639
001-13-05-513-202-00	Retirement	\$49,225	\$58,959	\$62,933	\$69,714
001-13-05-513-203-00	Life and Health Insurance	\$68,185	\$84,783	\$83,606	\$96,068
001-13-05-513-204-00	Workers' Compensation	\$279	\$940	\$1,037	\$1,046
Operating Expenditures					
001-13-05-513-400-00	Travel & Per Diem	\$-	\$650	\$-	\$650
001-13-05-513-421-00	Postage & Freight	\$-	\$50	\$-	\$50
001-13-05-513-440-00	Rentals and Leases	\$2,158	\$2,200	\$3,875	\$744
001-13-05-513-470-00	Printing & Binding	\$-	\$150	\$-	\$150
001-13-05-513-493-00	Software License	\$22,060	\$21,675	\$22,725	\$21,675
001-13-05-513-510-00	Office Supplies	\$461	\$2,500	\$1,500	\$2,500
001-13-05-513-520-00	Operating Supplies	\$163	\$550	\$-	\$550
001-13-05-513-540-00	Books, Publications, and Dues	\$1,205	\$800	\$1,200	\$800
001-13-05-513-550-00	Educational & Training	\$-	\$550	\$1,190	\$550
TOTAL OFFICE OF PROCUREMENT MANAGEMENT		\$455,377	\$551,626	\$593,910	\$611,576

General Fund Office of Information Technology Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services					
001-16-01-516-102-00	Regular Salaries and Wages	\$805,046	\$761,410	\$683,125	\$752,592
001-16-01-516-104-00	Overtime	\$30,992	\$20,000	\$39,681	\$20,000
001-16-01-516-105-00	Special Pay	\$6,325	\$6,301	\$5,794	\$5,100
001-16-01-516-201-00	FICA	\$59,428	\$59,778	\$50,622	\$59,494
001-16-01-516-202-00	Retirement	\$109,145	\$107,508	\$90,542	\$117,983
001-16-01-516-203-00	Life and Health Insurance	\$138,628	\$148,126	\$136,964	\$171,526
001-16-01-516-204-00	Workers' Compensation	\$742	\$2,055	\$2,069	\$2,046
Operating Expenditures					
001-16-01-516-310-00	Professional Services	\$47,563	\$74,575	\$85,613	\$86,800
001-16-01-516-400-00	Travel & Per Diem	\$-	\$-	\$1,230	\$5,000
001-16-01-516-410-00	Communications Svc.	\$301,590	\$329,000	\$365,620	\$356,600
001-16-01-516-411-00	Telephone Services	\$7,030	\$10,920	\$39,473	\$11,050
001-16-01-516-421-00	Postage & Freight	\$-	\$100	\$575	\$100
001-16-01-516-440-00	Rentals and Leases	\$1,200	\$1,200	\$706	\$1,200
001-16-01-516-460-00	Repairs and Maintenance Service	\$221,991	\$314,187	\$307,925	\$301,400
001-16-01-516-493-00	Software License	\$717,052	\$725,538	\$725,538	\$867,075
001-16-01-516-510-00	Office Supplies	\$1,010	\$1,600	\$1,837	\$2,000
001-16-01-516-520-00	Operating Supplies	\$9,719	\$3,000	\$4,438	\$69,150
001-16-01-516-521-00	Computers	\$66,884	\$91,300	\$80,299	\$183,000
001-16-01-516-524-00	Computer software less than \$5K	\$-	\$1,400	\$-	\$1,400
001-16-01-516-525-00	Uniforms	\$491	\$500	\$327	\$1,000
001-16-01-516-540-00	Books, Publications, and Dues	\$479	\$885	\$1,122	\$885
001-16-01-516-550-00	Educational & Training	\$195	\$17,500	\$12,441	\$16,500
Capital Outlay					
001-16-01-516-642-00	Computer Hardware Upgrade	\$54,532	\$235,000	\$88,451	\$199,804
001-16-01-516-643-00	Computer Software	\$-	\$-	\$88,124	\$-
TOTAL INFORMATION TECHNOLOGY		\$2,580,043	\$2,911,883	\$2,812,516	\$3,231,705

General Fund Fleet Division Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-19-03-519-102-00 Regular Salaries and Wages	\$94,567	\$60,257	\$79,910	\$103,563
001-19-03-519-105-00 Special Pay	\$252	\$-	\$-	\$-
001-19-03-519-201-00 FICA	\$7,272	\$4,610	\$6,105	\$7,923
001-19-03-519-202-00 Retirement	\$8,063	\$6,520	\$8,646	\$12,335
001-19-03-519-203-00 Life and Health Insurance	\$9,915	\$10,268	\$16,208	\$23,919
001-19-03-519-204-00 Workers' Compensation	\$500	\$163	\$796	\$1,486
Operating Expenditures				
001-19-03-519-340-00 Other Contractual	\$2,197,286	\$2,112,009	\$2,112,009	\$2,500,000
001-19-03-519-400-00 Travel & Per Diem	\$637	\$-	\$400	\$-
001-19-03-519-440-00 Rentals and Leases	\$427	\$-	\$-	\$-
001-19-03-519-460-00 Repairs and Maintenance Service	\$933,987	\$150,000	\$1,200,000	\$250,000
001-19-03-519-520-00 Operating Supplies	\$532	\$200	\$392	\$200
001-19-03-519-527-00 Gasoline & Lubricants	\$745,334	\$531,345	\$1,431,342	\$850,000
TOTAL FLEET	\$3,998,770	\$2,875,372	\$4,855,808	\$3,749,426

General Fund		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
City Hall Maintenance Division Expenditures					
Personnel Services					
001-19-04-519-102-00	Regular Salaries and Wages	\$183,830	\$149,771	\$170,899	\$155,208
001-19-04-519-104-00	Overtime	\$6,341	\$2,500	\$8,008	\$2,500
001-19-04-519-105-00	Special Pay	\$2,168	\$2,160	\$2,168	\$2,160
001-19-04-519-201-00	FICA	\$14,468	\$11,649	\$13,194	\$12,228
001-19-04-519-202-00	Retirement	\$19,370	\$16,476	\$18,822	\$18,783
001-19-04-519-203-00	Life and Health Insurance	\$24,019	\$25,373	\$25,485	\$29,235
001-19-04-519-204-00	Workers' Compensation	\$1,019	\$9,272	\$2,700	\$9,712
Operating Expenditures					
001-19-04-519-340-00	Other Contractual	\$143,491	\$151,048	\$72,866	\$195,594
001-19-04-519-431-00	Electricity	\$216,800	\$180,000	\$180,000	\$258,881
001-19-04-519-432-00	Water	\$85,543	\$61,500	\$61,500	\$52,000
001-19-04-519-434-00	Cable T.V. service	\$5,674	\$3,900	\$3,900	\$-
001-19-04-519-460-00	Repairs and Maintenance Service	\$253,736	\$186,081	\$200,972	\$192,248
001-19-04-519-497-00	Other Obligations	\$3,158	\$1,444	\$3,107	\$1,444
001-19-04-519-510-00	Office Supplies	\$-	\$300	\$510	\$200
001-19-04-519-520-00	Operating Supplies	\$2,744	\$4,900	\$3,290	\$5,300
001-19-04-519-525-00	Uniforms	\$331	\$425	\$377	\$85
001-19-04-519-527-00	Gasoline & Lubricants	\$-	\$1,500	\$-	\$1,500
TOTAL CITY HALL MAINTENANCE		\$962,691	\$808,299	\$767,798	\$937,078

General Fund Non-Departmental Division Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
001-19-01-519-102-00 Regular Salaries and Wages	\$51,321	\$-	\$-	\$-
001-19-01-519-105-00 Special Pay	\$247	\$-	\$-	\$-
001-19-01-519-201-00 FICA	\$4,035	\$-	\$-	\$-
001-19-01-519-202-00 Retirement	\$5,463	\$-	\$-	\$-
001-19-01-519-203-00 Life and Health Insurance	\$2,936	\$-	\$-	\$-
001-19-01-519-204-00 Workers' Compensation	\$139	\$-	\$-	\$-
001-19-01-519-205-00 Unemployment Compensation	\$18,092	\$10,000	\$-	\$10,000
Operating Expenditures				
001-19-01-519-310-00 Professional Services	\$27,278	\$18,690	\$259,396	\$172,190
001-19-01-519-340-00 Other Contractual	\$1,332,870	\$1,757,966	\$1,200,000	\$1,555,450
001-19-01-519-348-00 Rental Assitance	\$15,510	\$-	\$-	\$-
001-19-01-519-400-00 Travel & Per Diem	\$301	\$-	\$-	\$-
001-19-01-519-421-00 Postage & Freight	\$25,863	\$41,830	\$50,306	\$41,830
001-19-01-519-440-00 Rentals and Leases	\$574	\$-	\$1,126	\$-
001-19-01-519-450-00 Insurance	\$1,134,161	\$1,672,507	\$1,672,507	\$2,090,189
001-19-01-519-460-00 Repairs and Maintenance Service	\$396	\$-	\$1,150	\$-
001-19-01-519-470-00 Printing & Binding	\$212	\$-	\$-	\$-
001-19-01-519-494-00 Advertising	\$1,695	\$-	\$-	\$-
001-19-01-519-497-00 Other Obligations	\$23,250	\$24,026	\$23,296	\$23,235
001-19-01-519-510-00 Office Supplies	\$1,003	\$-	\$-	\$-
001-19-01-519-520-00 Operating Supplies	\$355	\$-	\$-	\$-
001-19-01-519-529-00 Hurricane Related expenses	\$(946)	\$-	\$-	\$-
001-19-01-519-529-01 State Emergency-COVID 19	\$560,901	\$-	\$130,129	\$-
001-19-01-519-540-00 Books, Publications, and Dues	\$1,539	\$124	\$210	\$124
Non-Operating Expenditures				
001-19-01-519-915-30 Transfer to Capital Projs Fund	\$5,403,516	\$6,622,251	\$6,622,251	\$5,538,662
001-19-01-519-918-21 Transfer to Debt Service Fund	\$980,522	\$978,020	\$978,020	\$666,406
001-19-01-519-919-40 Transfer to CRA Fund	\$483,451	\$827,381	\$827,381	\$1,296,568
001-19-01-519-993-00 Emergency Reserve Build Up	\$-	\$176,268	\$-	\$791,230
TOTAL NON-DEPARTMENTAL	\$10,074,682	\$12,129,063	\$11,765,772	\$12,185,884
TOTAL GENERAL FUND EXPENDITURES	\$75,471,865	\$86,768,514	\$89,120,958	\$93,797,797
GENERAL FUND REVENUES (-) EXPENDITURES	\$10,578,724	\$-	\$(1,910,967)	\$-



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MIAMI GARDENS



* 2020 *

ANNUAL LINE ITEM BUDGETS TRANSPORTATION FUND

Transportation Fund Revenues	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Fuel Taxes				
100-00-00-312-410-00 First Local Option Fuel Tax	\$1,494,706	\$1,543,222	\$1,466,061	\$1,465,267
100-00-00-312-420-00 Second Local Option Fuel Tax	\$565,055	\$589,502	\$560,027	\$528,231
Intergovernment Revenues				
100-00-00-312-601-00 CITT	\$5,187,794	\$4,300,000	\$4,085,000	\$4,300,000
100-00-00-334-360-00 State Grant- Transportation	\$14,921	\$-	\$-	\$-
100-00-00-334-390-00 FDOT- Landscape agm	\$31,360	\$31,358	\$31,358	\$31,358
100-00-00-335-120-00 State Revenue Sharing	\$772,022	\$1,194,143	\$1,134,436	\$901,168
License, Fees & Payments				
100-00-00-322-002-00 Public Works Bldg Permit Fees	\$215,288	\$200,000	\$95,903	\$200,000
100-00-00-329-100-00 Banners Permits	\$12,025	\$2,000	\$3,850	\$2,000
Charges For Services				
100-00-00-345-200-00 Surcharge	\$31,316	\$30,000	\$30,000	\$30,000
Fines and Forfeitures				
100-00-00-351-100-00 Parking Fines	\$337	\$2,800	\$-	\$2,800
Miscellaneous Revenues				
100-00-00-361-100-00 Interest	\$18,700	\$25,000	\$8,494	\$25,000
100-00-00-362-100-00 Bus Benches	\$14,745	\$39,200	\$19,600	\$32,547
100-00-00-365-000-00 Sales of Other Assets	\$21,100	\$-	\$-	\$-
100-00-00-369-900-00 Other Miscellaneous Revenues	\$2	\$700	\$9,850	\$700
100-00-00-369-903-00 Insurance Reimbursement	\$-	\$-	\$23,040	\$-
Interfund Transfers				
100-00-00-381-029-41 Inter Transf- Stormwater	\$215,282	\$221,741	\$221,741	\$228,394
Reappropriated Fund Balance				
100-00-00-389-902-00 Reappropriated CITT Capital fund balance	\$-	\$2,798,221	\$-	\$2,008,944
100-00-00-389-903-00 Reappropriated Tranist CITT fund balance	\$-	\$-	\$-	\$395,626
100-00-00-389-904-00 Reappropriated Fund Balance	\$-	\$831,941	\$-	\$956,905
TOTAL TRANSPORTATION FUND REVENUES	\$8,594,652	\$11,809,828	\$7,689,360	\$11,108,940

Transportation Fund Public Works Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Administration Division					
Personnel Services					
100-41-00-541-102-00	Regular Salaries and Wages	\$430,817	\$450,649	\$452,414	\$450,556
100-41-00-541-104-00	Overtime	\$459	\$-	\$803	\$-
100-41-00-541-105-00	Special Pay	\$6,053	\$6,030	\$6,053	\$5,880
100-41-00-541-201-00	FICA	\$30,790	\$32,471	\$32,964	\$32,882
100-41-00-541-202-00	Retirement	\$72,835	\$79,686	\$79,991	\$88,424
100-41-00-541-203-00	Life and Health Insurance	\$56,849	\$60,071	\$60,816	\$66,377
100-41-00-541-204-00	Workers' Compensation	\$3,291	\$1,217	\$9,972	\$10,357
Operating Expenditures					
100-41-00-541-310-00	Professional Services	\$226	\$1,500	\$172	\$1,000
100-41-00-541-400-00	Travel and Per Diem	\$2,123	\$4,500	\$1,008	\$4,000
100-41-00-541-421-00	Postage & Freight	\$-	\$50	\$8	\$50
100-41-00-541-440-00	Rentals and Leases	\$1,117	\$1,100	\$745	\$1,100
100-41-00-541-460-00	Repairs and Maintenance	\$53	\$1,500	\$132	\$1,000
100-41-00-541-497-00	Other Obligations	\$949	\$2,073	\$2,192	\$2,073
100-41-00-541-510-00	Office Supplies	\$2,335	\$2,500	\$984	\$2,500
100-41-00-541-520-00	Operating Supplies	\$1,194	\$1,000	\$371	\$1,000
100-41-00-541-525-00	Uniforms	\$190	\$400	\$300	\$400
100-41-00-541-527-00	Gasoline & Lubricants	\$27,877	\$35,000	\$39,642	\$45,000
100-41-00-541-540-00	Books, Publications, and Dues	\$1,555	\$1,560	\$371	\$1,560
100-41-00-541-550-00	Educational & Training	\$166	\$1,500	\$1,511	\$1,500
Capital Outlay					
100-41-00-541-643-00	Computer Software	\$10,278	\$9,304	\$-	\$29,304
Non-Operating Expenditures					
100-41-00-541-914-01	Transfer to General Fund	\$439,297	\$806,046	\$604,535	\$869,306
100-41-00-541-918-21	Transfer to Debt Service Fund	\$389,972	\$389,454	\$292,091	\$388,698
100-41-00-541-920-19	Transfer to Tree Permitting Fund	\$20,099	\$-	\$-	\$-
TOTAL ADMINISTRATION		\$1,498,527	\$1,887,611	\$1,587,075	\$2,002,967

Transportation Fund Public Works Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Keep Miami Gardens Beautiful Program Division					
Personnel Services					
100-41-01-541-102-00	Regular Salaries and Wages	\$109,479	\$114,088	\$95,163	\$103,117
100-41-01-541-104-00	Overtime	\$3,548	\$2,300	\$554	\$2,300
100-41-01-541-105-00	Speical Pay	\$1,205	\$1,200	\$766	\$600
100-41-01-541-201-00	FICA	\$8,587	\$8,904	\$7,253	\$8,111
100-41-01-541-202-00	Retirement	\$11,546	\$12,593	\$10,329	\$12,555
100-41-01-541-203-00	Life and Health Insurance	\$19,380	\$20,676	\$19,169	\$24,220
100-41-01-541-204-00	Workers' Compensation	\$855	\$308	\$827	\$280
Operating Expenditures					
100-41-01-541-310-00	Professional Services	\$16	\$5,000	\$-	\$5,000
100-41-01-541-400-00	Travel and Per Diem	\$711	\$3,000	\$1,435	\$3,000
100-41-01-541-421-00	Postage & Freight	\$-	\$50	\$-	\$50
100-41-01-541-460-00	Repairs and Maintenance Service	\$540	\$-	\$-	\$-
100-41-01-541-470-00	Printing & Binding	\$98	\$500	\$-	\$500
100-41-01-541-493-00	Software License	\$3,000	\$-	\$-	\$-
100-41-01-541-494-00	Advertising	\$4,040	\$500	\$-	\$500
100-41-01-541-510-00	Office Supplies	\$545	\$600	\$517	\$600
100-41-01-541-520-00	Operating Supplies	\$22,312	\$24,000	\$15,162	\$32,000
100-41-01-541-530-00	Road Materials and Supplies	\$7,681	\$30,000	\$12,699	\$30,000
100-41-01-541-540-00	Books, Publications and Dues	\$975	\$800	\$273	\$800
100-41-01-541-550-00	Educational & Training	\$2,189	\$1,200	\$(218)	\$1,200
Capital Outlay					
100-41-01-541-643-00	Computer Software	\$-	\$9,304	\$183	\$-
TOTAL KEEP MIAMI GARDENS BEAUTIFUL		\$196,707	\$235,023	\$164,112	\$224,833

Transportation Fund Public Works Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Streets Division					
Personnel Services					
100-41-02-541-102-00	Regular Salaries and Wages	\$989,620	\$1,105,146	\$1,046,799	\$1,124,912
100-41-02-541-104-00	Overtime	\$84,632	\$30,000	\$98,387	\$30,000
100-41-02-541-105-00	Speical Pay	\$2,831	\$2,820	\$2,941	\$2,970
100-41-02-541-201-00	FICA	\$77,679	\$86,839	\$80,048	\$88,577
100-41-02-541-202-00	Retirement	\$109,398	\$122,823	\$119,181	\$137,550
100-41-02-541-203-00	Life and Health Insurance	\$260,655	\$316,084	\$283,929	\$330,231
100-41-02-541-204-00	Workers' Compensation	\$36,411	\$106,236	\$104,188	\$108,342
100-41-02-541-205-00	Unemployment Compensation	\$-	\$2,000	\$-	\$2,000
Operating Expenditures					
100-41-02-541-310-00	Professional Services	\$57,375	\$28,000	\$-	\$28,000
100-41-02-541-340-00	Other Contractual	\$51,533	\$55,000	\$33,768	\$55,000
100-41-02-541-400-00	Travel and Per Diem	\$-	\$-	\$3,472	\$-
100-41-02-541-431-00	Electricity	\$27,084	\$24,000	\$38,735	\$30,000
100-41-02-541-432-00	Water	\$236,507	\$250,000	\$182,005	\$180,000
100-41-02-541-440-00	Rentals and Leases	\$-	\$85,500	\$550	\$100,500
100-41-02-541-460-00	Repairs and Maintenance Service	\$35,307	\$30,000	\$28,837	\$30,000
100-41-02-541-494-00	Advertising	\$1,000	\$-	\$-	\$-
100-41-02-541-520-00	Operating Supplies	\$7,283	\$5,000	\$5,131	\$10,000
100-41-02-541-525-00	Uniforms	\$7,741	\$7,288	\$5,673	\$7,288
100-41-02-541-528-00	Small Tools and Equipment	\$3,723	\$4,000	\$830	\$4,000
100-41-02-541-530-00	Road Materials and Supplies	\$63,894	\$60,000	\$38,436	\$60,000
100-41-02-541-540-00	Books, Publications and Dues	\$-	\$500	\$-	\$500
100-41-02-541-550-00	Educational & Training	\$290	\$3,000	\$879	\$3,000
TOTAL STREETS DIVISION		\$2,052,963	\$2,324,236	\$2,073,789	\$2,332,870

Transportation Fund Public Works Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Citizens Independent Transportation Trust - Capital Projects					
Personnel Services					
100-41-05-541-102-00	Regular Salaries and Wages	\$174,134	\$180,404	\$181,071	\$260,420
100-41-05-541-104-00	Overtime	\$-	\$-	\$458	\$-
100-41-05-541-105-00	Special Pay	\$1,205	\$1,200	\$1,205	\$1,200
100-41-05-541-201-00	FICA	\$13,120	\$13,801	\$13,597	\$20,014
100-41-05-541-202-00	Retirement	\$17,791	\$19,520	\$19,592	\$31,015
100-41-05-541-203-00	Life and Health Insurance	\$23,765	\$25,274	\$25,471	\$41,375
100-41-05-541-204-00	Workers' Compensation	\$4,958	\$2,552	\$14,377	\$2,870
Operating Expenditures					
100-41-05-541-410-00	Communications Svc.	\$252	\$470	\$1,803	\$550
100-41-05-541-530-00	Road Materials and Supplies	\$79	\$10,000	\$-	\$1,000
Capital Outlay					
100-41-05-541-630-00	Infrastructure Improvements	\$1,847,657	\$4,930,000	\$2,777,861	\$3,400,000
100-41-05-541-630-11	Sidewalk/Resur NW 39 Ct to 46 Ave	\$441,418	\$-	\$-	\$-
	Sidewalk/Resurf NW 27 Ave to NW 37				
100-41-05-541-630-12	Ave	\$-	\$-	\$50,788	\$-
100-41-05-541-630-13	Irrigation Pump System (CITT Roads)	\$21,140	\$-	\$17,415	\$-
100-41-05-541-630-14	Road Traffic Calming Lighting	\$70,759	\$150,000	\$333,306	\$500,000
100-41-05-541-630-15	CITT Sidewalk Stand-alone	\$307,227	\$250,000	\$281,759	\$250,000
100-41-05-541-630-16	Pavement Project Coconut Cay	\$234,644	\$250,000	\$250,000	\$100,000
100-41-05-541-630-17	Sidewalk/Resurf- Vista Verde Phase 3	\$761,747	\$-	\$422,370	\$-
	Sidewalk/Resurf (2 Av-7 Av/183 St-191St)				
100-41-05-541-630-18		\$-	\$-	\$132,288	\$-
	Sidewalk/Resurf (2 Av-7 Av/7 Av X-183 St				
100-41-05-541-630-19		\$13,208	\$-	\$283,744	\$-
100-41-05-541-630-21	Resur NW 195-199 St & NW 7-12 Ave	\$-	\$-	\$35,506	\$-
TOTAL CITT- CAPITAL PROJECTS		\$3,933,102	\$5,833,221	\$4,842,611	\$4,608,444

Transportation Fund Public Works Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Citizens Independent Transportation Trust - Transit					
Personnel Services					
100-41-06-541-102-00	Regular Salaries and Wages	\$136,305	\$138,348	\$140,139	\$143,080
100-41-06-541-104-00	Overtime	\$25,746	\$12,000	\$30,025	\$12,000
100-41-06-541-105-00	Special Pay	\$602	\$600	\$602	\$600
100-41-06-541-201-00	FICA	\$12,048	\$11,502	\$11,881	\$11,910
100-41-06-541-202-00	Retirement	\$16,434	\$16,268	\$17,273	\$18,470
100-41-06-541-203-00	Life and Health Insurance	\$33,038	\$35,399	\$35,350	\$40,773
100-41-06-541-204-00	Workers' Compensation	\$3,751	\$7,960	\$10,083	\$8,201
Operating Expenditures					
100-41-06-541-310-00	Professional Services	\$929,677	\$1,004,660	\$571,053	\$1,326,216
100-41-06-541-340-00	Other Contractual	\$6,970	\$57,500	\$-	\$106,482
100-41-06-541-410-00	Communications Svc.	\$549	\$-	\$274	\$-
100-41-06-541-440-00	Rentals and Leases	\$-	\$-	\$-	\$26,594
100-41-06-541-460-00	Repairs and Maintenance Service	\$170,042	\$240,000	\$85,279	\$240,000
100-41-06-541-470-00	Printing & Binding	\$485	\$3,000	\$745	\$3,000
100-41-06-541-494-00	Advertising	\$-	\$2,000	\$-	\$2,000
100-41-06-541-520-00	Operating Supplies	\$-	\$-	\$30	\$-
100-41-06-541-528-00	Small Tools and Equipment	\$-	\$500	\$-	\$500
Capital Outlay					
100-41-06-541-630-00	Infrastructure Improvements	\$6,685	\$-	\$53,314	\$-
TOTAL CITT- TRANSIT		\$1,342,332	\$1,529,737	\$956,048	\$1,939,826

Transportation Fund Public Works Department Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Citizens Independent Transportation Trust- Settlement					
Capital Outlay					
100-41-07-541-630-00	Infrastructure Improvements	\$228,848	\$-	\$-	\$-
TOTAL CITT - SETTLEMENT		\$228,848	\$-	\$-	\$-
TOTAL TRANSPORTATION FUND EXPENDITURES		\$9,252,479	\$11,809,828	\$9,623,635	\$11,108,940
TRANSPORTATION FUND REVENUES (-) EXPENDITURES		\$(657,827)	\$-	\$(1,934,275)	\$-



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MIAMI GARDENS



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ANNUAL LINE ITEM BUDGETS GRANT FUND

Grant Fund General Administration	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
102-19-01-519-102-02	\$-	\$-	\$2,519,903	\$-
102-19-01-519-201-02	\$-	\$-	\$192,774	\$-
Operating Expenditures				
102-19-01-519-529-02	\$7,738	\$-	\$7,725	\$-
Capital Outlay				
102-19-01-519-630-02	\$-	\$-	\$484,123	\$-
TOTAL GENERAL ADMINISTRATION	\$7,738	\$-	\$3,204,525	\$-

Grant Fund DOJ - UASI Grant Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Capital Outlay				
102-21-09-521-520-00 Operating Supplies	\$36,663	\$-	\$-	\$-
TOTAL UASI GRANT EXPENDITURES	\$36,663	\$-	\$-	\$-
Grant Fund DOJ - Edward Byrne Grant Expenditures				
Personnel Services				
102-21-10-521-640-00 Equipment	\$164	\$-	\$40,554	\$-
102-21-10-521-643-00 Computer Software	\$25,500	\$-	\$-	\$-
TOTAL BYRNE GRANT EXPENDITURES	\$25,664	\$-	\$40,554	\$-
Grant Fund Project Safe Neighborhoods Grant				
Personnel Services				
102-21-11-521-104-00 Overtime	\$3,067	\$-	\$-	\$-
TOTAL PROJECT SAFE NEIGHBORHOODS GRANT	\$3,067	\$-	\$-	\$-
Grant Fund COVID Emergency Supplemental Funding				
Personnel Services				
102-21-12-521-520-00 Operating Supplies	\$48,632	\$-	\$-	\$-
TOTAL COVID EMERGENCY SUPPLEMENTAL FUNDING	\$48,632	\$-	\$-	\$-
Grant Fund State Grant – VOCA (Public Safety)				
Personnel Services				
102-21-21-521-102-00 Regular Salaries and Wages	\$117,424	\$-	\$-	\$-
102-21-21-521-400-00 Travel & Per Diem	\$2,653	\$-	\$-	\$-
102-21-21-521-421-00 Postage & Freight	\$277	\$-	\$-	\$-
102-21-21-521-520-00 Operating Supplies	\$11,446	\$-	\$-	\$-
TOTAL STATE GRANT – VOCA (PUBLIC SAFETY)	\$131,800	\$-	\$-	\$-

Grant Fund Stadium Pedestrian Bridge & Tunnel Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
102-41-07-541-310-00	\$5,601	\$-	\$-	\$-
102-41-07-541-470-00	\$(141)	\$-	\$-	\$-
102-41-07-541-630-00	\$28,642	\$-	\$-	\$-
TOTAL STADIUM PEDESTRIAN BRIDGE EXPENDITURES	\$34,103	\$-	\$-	\$-
Grant Fund FDOT Roadway Assessment Study Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
102-41-08-541-310-00	\$(9,522)	\$-	\$-	\$-
TOTAL HEALTHY COMM. GRANT EXPENDITURES	\$(9,522)	\$-	\$-	\$-

Grant Fund CDC Reach Project Grant Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
102-69-03-569-102-00 Regular Salaries and Wages	\$178,075	\$177,340	\$185,116	\$191,811
102-69-03-569-105-00 Special Pay	\$1,094	\$1,090	\$2,094	\$1,090
102-69-03-569-201-00 FICA	\$13,527	\$13,567	\$14,125	\$14,757
102-69-03-569-202-00 Retirement	\$18,195	\$19,188	\$20,030	\$22,845
102-69-03-569-203-00 Life and Health Insurance	\$27,445	\$30,800	\$30,567	\$35,521
102-69-03-569-204-00 Workers' Compensation	\$481	\$479	\$500	\$522
Operating Expenditures				
102-69-03-569-310-00 Professional Services	\$465,716	\$438,521	\$225,344	\$494,931
102-69-03-569-520-00 Operating Supplies	\$99,469	\$11,603	\$54,290	\$53,014
TOTAL CDC REACH GRANT EXPENDITURES	\$804,002	\$692,588	\$532,066	\$814,491

Grant Fund COVID-19 Racial & Ethnic Disparities	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
102-69-05-569-340-00 Other Contractual	\$6,254	\$-	\$-	\$-
102-69-05-569-494-00 Advertising	\$6,000	\$-	\$-	\$-
102-69-05-569-520-00 Operating Supplies	\$440	\$-	\$-	\$-
TOTAL COVID-19 RACIAL & ETHNIC DISPARITIES	\$12,694	\$-	\$-	\$-

Grant Fund CDC - Covid 19 Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
102-69-06-569-102-00 Regular Salaries and Wages	\$-	\$-	\$-	\$29,100
102-69-06-569-310-00 Professional Services	\$110,587	\$-	\$118,947	\$294,324
102-69-06-569-520-00 Operating Supplies	\$16,780	\$-	\$6,657	\$81,876
TOTAL CDC COVID 19 EXPENDITURES	\$127,367	\$-	\$125,604	\$405,300

Grant Fund Children's Trust - YAS Program Grant Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Personnel Services				
102-72-03-572-102-00 Regular Salaries and Wages	\$87,069	\$196,437	\$175,056	\$171,019
102-72-03-572-104-00 Overtime	\$-	\$-	\$607	\$-
102-72-03-572-201-00 FICA	\$6,574	\$15,027	\$13,392	\$13,085
102-72-03-572-202-00 Retirement	\$-	\$10,690	\$14,526	\$20,367
102-72-03-572-204-00 Workers' Compensation	\$3,016	\$6,828	\$5,949	\$5,991
Operating Expenditures				
102-72-03-572-310-00 Professional Services	\$15,260	\$7,410	\$24,800	\$18,000
102-72-03-572-313-00 Background Verifications	\$14	\$420	\$55	\$420
102-72-03-572-320-00 Accounting and Auditing	\$1,250	\$1,500	\$3,000	\$1,500
102-72-03-572-340-00 Other Contractual	\$-	\$8,400	\$-	\$15,400
102-72-03-572-400-00 Travel & Per Diem	\$-	\$3,840	\$-	\$4,050
102-72-03-572-497-00 Other Obligations	\$5,916	\$16,771	\$5,010	\$20,000
102-72-03-572-510-00 Office Supplies	\$-	\$3,500	\$170	\$3,500
102-72-03-572-520-00 Operating Supplies	\$5,018	\$10,327	\$-	\$7,818
102-72-03-572-550-00 Educational & Training	\$786	\$1,000	\$206	\$1,000
TOTAL YAS PROGRAM GRANT EXPENDITURES	\$124,902	\$282,150	\$242,771	\$282,150

Grant Fund Alliance For A Healthier Generation	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
102-72-04-572-520-00 Operating Supplies	\$3,849	\$-	\$-	\$-
TOTAL ALLIANCE FOR A HEALTHIER GENERATION	\$3,849	\$-	\$-	\$-

Grant Fund Healthy Out Of School Time	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
102-72-05-572-520-00 Operating Supplies	\$3,536	\$-	\$-	\$-
TOTAL HEALTHY OUT OF SCHOOL TIME	\$3,536	\$-	\$-	\$-

Grant Fund		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Children's Trust - YEN Program Grant Expenditures					
Personnel Services					
102-72-09-572-102-00	Regular Salaries and Wages	\$40,726	\$76,336	\$73,762	\$-
102-72-09-572-201-00	FICA	\$3,116	\$5,840	\$5,643	\$-
102-72-09-572-202-00	Retirement	\$-	\$5,154	\$6,227	\$-
102-72-09-572-204-00	Workers' Compensation	\$1,186	\$2,452	\$2,284	\$-
Operating Expenditures					
102-72-09-572-310-00	Professional Services	\$570	\$2,660	\$3,100	\$-
102-72-09-572-313-00	Background Verifications	\$-	\$280	\$-	\$-
102-72-09-572-320-00	Accounting and Auditing	\$1,250	\$1,500	\$1,500	\$-
102-72-09-572-340-00	Other Contractual	\$6,000	\$10,225	\$-	\$-
102-72-09-572-400-00	Travel & Per Diem	\$-	\$4,320	\$-	\$-
102-72-09-572-497-00	Other Obligations	\$2,362	\$10,111	\$386	\$-
102-72-09-572-510-00	Office Supplies	\$-	\$1,248	\$-	\$-
102-72-09-572-520-00	Operating Supplies	\$3,294	\$4,714	\$-	\$-
102-72-09-572-550-00	Educational & Training	\$216	\$400	\$-	\$-
TOTAL YEN PROGRAM GRANT EXPENDITURES		\$58,720	\$125,240	\$92,902	\$-
TOTAL GRANT FUND EXPENDITURES		\$1,388,634	\$1,099,978	\$4,238,422	\$1,501,941
GRANT FUND REVENUES (-) EXPENDITURES		\$24,581	\$-	\$11,035,951	\$-



MIAMI GARDENS



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ANNUAL LINE ITEM BUDGETS SHIP FUND

SHIP Fund Revenues	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Revenues				
103-00-00-331-000-00 State Housing Initiative Program Revenue	\$-	\$479,887	\$479,887	\$748,689
103-00-00-331-200-00 SHIP- Loan Program	\$35,705	\$-	\$213,214	\$-
103-00-00-334-500-01 Rental Assistance-COVID 19	\$(124,025)	\$-	\$-	\$-
TOTAL SHIP REVENUES	\$(88,320)	\$479,887	\$693,101	\$748,689
SHIP Fund Expenditures				
Personnel Services				
103-13-01-513-102-00 Regular Salaries and Wages	\$15,333	\$28,505	\$10,183	\$-
103-13-01-513-104-00 Overtime	\$7	\$-	\$-	\$-
103-13-01-513-105-00 Special Pay	\$-	\$120	\$-	\$-
103-13-01-513-201-00 FICA	\$1,195	\$2,181	\$776	\$-
103-13-01-513-202-00 Retirement	\$1,555	\$6,424	\$1,102	\$-
103-13-01-513-203-00 Life and Health Insurance	\$2,230	\$2,557	\$2,035	\$-
103-13-01-513-204-00 Workers' Compensations	\$42	\$76	\$27	\$-
Operating Expenditures				
103-13-01-513-310-00 Professional Services	\$10,089	\$15,000	\$628	\$-
103-13-01-513-340-00 Other Contractual	\$86,371	\$40,000	\$(13,089)	\$-
103-13-01-513-342-00 Other Contractual	\$92,884	\$90,000	\$107,021	\$-
103-13-01-513-342-01 Mortgage Assistance	\$13,437	\$-	\$-	\$-
103-13-01-513-342-02 Downpayment Assistance	\$107,242	\$-	\$-	\$-
103-13-01-513-400-00 Travel and Per Diem	\$-	\$1,500	\$-	\$-
103-13-01-513-540-00 Books, Publications, and Dues	\$200	\$200	\$240	\$500
103-13-01-513-550-00 Educational & Training	\$-	\$1,500	\$-	\$2,000
Non-Operating Expenditures				
103-13-01-513-991-00 Working Capital Reserve	\$-	\$291,824	\$-	\$746,189
TOTAL SHIP EXPENDITURES	\$330,585	\$479,887	\$108,923	\$748,689
SHIP FUND REVENUES (-) EXPENDITURES	\$(418,905)	\$-	\$584,178	\$-



MIAMI GARDENS



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ANNUAL LINE ITEM BUDGETS CDBG FUND

CDBG Fund Revenues		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Revenues					
104-00-00-331-000-00	CDBG Program Revenue	\$1,129,652	\$1,111,210	\$1,111,210	\$1,085,063
104-00-00-331-001-00	NSP Program Income Revenue	\$259,255	\$-	\$75,530	\$-
104-00-00-331-200-00	CDBG Loan Revenue	\$21,650	\$-	\$53,194	\$-
104-00-00-331-503-00	NSP Program Income Admin	\$23,871	\$-	\$5,500	\$-
104-00-00-331-713-00	HUD-Neighborhood Stabilization Program	\$974	\$-	\$-	\$-
TOTAL CDBG REVENUES		\$1,435,402	\$1,111,210	\$1,245,434	\$1,085,063

CDBG Fund Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Administrative and Program				
Personnel Services				
104-13-01-513-102-00 Regular Salaries and Wages	\$139,369	\$143,263	\$162,221	\$103,464
104-13-01-513-104-00 Overtime	\$19	\$-	\$-	\$-
104-13-01-513-105-00 Special Pay	\$476	\$600	\$723	\$300
104-13-01-513-201-00 FICA	\$10,746	\$10,854	\$12,641	\$7,938
104-13-01-513-202-00 Retirement	\$13,939	\$28,859	\$17,552	\$12,322
104-13-01-513-203-00 Life and Health Insurance	\$17,174	\$15,572	\$16,499	\$25,093
104-13-01-513-204-00 Workers' Compensations	\$377	\$387	\$438	\$280
Operating Expenditures				
104-13-01-513-310-00 Professional Services	\$137,642	\$10,907	\$147,018	\$25,000
104-13-01-513-340-00 Other Contractual	\$109,700	\$80,000	\$22,589	\$-
104-13-01-513-342-00 Other Contractual (Public Services)	\$289,586	\$-	\$179,000	\$-
104-13-01-513-348-00 Other Contractual (Rental Assistance)	\$61,976	\$-	\$20,935	\$-
104-13-01-513-400-00 Travel and Per Diem	\$-	\$2,000	\$612	\$2,000
104-13-01-513-421-00 Postage & Freight	\$29	\$300	\$-	\$300
104-13-01-513-440-00 Rentals and Leases	\$780	\$2,000	\$1,931	\$2,000
104-13-01-513-494-00 Advertising	\$-	\$-	\$1,188	\$2,000
104-13-01-513-510-00 Office Supplies	\$726	\$2,500	\$2,115	\$1,000
104-13-01-513-520-00 Operating Supplies	\$-	\$1,500	\$-	\$-
104-13-01-513-521-00 Computers	\$5,721	\$-	\$-	\$-
104-13-01-513-540-00 Books, Publications, and Dues	\$-	\$3,500	\$2,394	\$1,500
104-13-01-513-550-00 Educational & Training	\$-	\$1,500	\$-	\$1,000
Capital Outlay				
104-13-01-513-630-00 Infrastructure Improvements	\$323,962	\$807,468	\$1,550,789	\$900,866
TOTAL CDBG ADMIN PROGRAM EXPENDITURES	\$1,112,222	\$1,111,210	\$2,138,645	\$1,085,063

CDBG Fund Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
HUD - Neighborhood Stabilization Program				
Operating Expenditures				
104-13-04-513-310-00 Professional Services	\$974	\$-	\$-	\$-
TOTAL CDBG NEIGHBORHOOD STABILIZATION PROG.	\$974	\$-	\$-	\$-
CDBG Fund Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Direct Services				
Personnel Services				
104-13-06-513-102-00 Regular Salaries and Wages	\$12,713	\$-	\$-	\$-
104-13-06-513-104-00 Overtime	\$9	\$-	\$-	\$-
104-13-06-513-201-00 FICA	\$983	\$-	\$-	\$-
104-13-06-513-202-00 Retirement	\$1,280	\$-	\$-	\$-
104-13-06-513-203-00 Life and Health Insurance	\$2,044	\$-	\$-	\$-
104-13-06-513-204-00 Workers' Compensation	\$34	\$-	\$-	\$-
Operating Expenditures				
104-13-06-513-310-00 Professional Services	\$368	\$-	\$-	\$-
TOTAL CDBG DIRECT SERVICES EXPENDITURES	\$17,430	\$-	\$-	\$-
TOTAL CDBG EXPENDITURES	\$1,130,626	\$1,111,210	\$2,138,645	\$1,085,063
CDBG FUND REVENUES (-) EXPENDITURES	\$304,776	\$-	\$(893,211)	\$-



MIAMI GARDENS



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ANNUAL LINE ITEM BUDGETS DEVELOPMENT SERVICES FUND

Development Services Fund Revenues		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
License, Fees & Payments					
105-00-00-322-002-00	Building Permit Fees	\$6,383,299	\$2,297,681	\$4,125,987	\$2,453,128
105-00-00-322-003-00	Bldg. Certificate Compliance	\$103,888	\$21,340	\$275,288	\$18,057
105-00-00-322-004-00	40 Year Recertification	\$18,810	\$6,284	\$16,500	\$6,284
105-00-00-322-006-00	OT Inspection Fees	\$181,297	\$15,000	\$157,412	\$75,000
105-00-00-322-007-00	Boiler Inspection	\$10,944	\$15,552	\$19,343	\$15,552
105-00-00-329-000-01	Reinspections	\$-	\$23,565	\$-	\$23,565
105-00-00-329-400-00	Community Dev. District Fees	\$-	\$6,410	\$-	\$6,410
Charges For Services					
105-00-00-345-100-00	Unsafe Structure charges	\$20,928	\$13,485	\$35,528	\$35,960
105-00-00-345-200-00	Technology Surcharge	\$872,649	\$345,493	\$754,003	\$371,579
105-00-00-349-102-00	Cost Recovery	\$29,906	\$-	\$35,486	\$-
Miscellaneous Revenues					
105-00-00-361-100-00	Interest income	\$5,019	\$11,759	\$6	\$11,759
105-00-00-369-900-00	Other Miscellaneous Revenues	\$15,553	\$-	\$-	\$-
105-00-00-365-000-00	Sale of Other Assets	\$11,140	\$-	\$9,178	\$-
Reappropriated Fund Balance					
105-00-00-389-901-00	Reappropriated Fund Balance	\$-	\$1,223,926	\$-	\$873,353
TOTAL DEVELOPMENT SERVICES FUND REVENUES		\$7,653,432	\$3,980,495	\$5,428,731	\$3,890,647

Development Services Fund Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Development Services Fund Expenditures					
Personnel Services					
105-24-02-524-102-00	Regular Salary & Wages	\$1,434,318	\$1,872,116	\$1,495,224	\$1,605,040
105-24-02-524-104-00	Overtime	\$163,845	\$15,000	\$96,069	\$75,000
105-24-02-524-105-00	Special Pay	\$4,391	\$5,071	\$4,488	\$4,500
105-24-02-524-201-00	FICA	\$119,667	\$142,499	\$115,068	\$128,419
105-24-02-524-202-00	Retirement	\$164,166	\$226,456	\$166,275	\$224,562
105-24-02-524-203-00	Life & Health Insurance	\$196,297	\$242,591	\$197,610	\$236,510
105-24-02-524-204-00	Workers' Compensation	\$10,818	\$29,097	\$28,469	\$26,425
105-24-02-524-205-00	Unemployment Compensation	\$-	\$5,000	\$-	\$5,000
Operating Expenditures					
105-24-02-524-310-00	Professional Services	\$490,655	\$510,344	\$567,104	\$510,344
105-24-02-524-340-00	Other Contractual	\$142,921	\$79,810	\$216,779	\$169,865
105-24-02-524-400-00	Travel & Per Diem	\$100	\$6,350	\$766	\$6,350
105-24-02-524-410-00	Communications Svc.	\$2,776	\$5,158	\$5,552	\$6,056
105-24-02-524-440-00	Rentals and Leases	\$2,341	\$2,760	\$2,760	\$10,464
105-24-02-524-460-00	Repairs and Maintenance Service	\$4,128	\$22,925	\$8,256	\$34,044
105-24-02-524-470-00	Printing & Binding	\$1,958	\$1,910	\$362	\$12,410
105-24-02-524-493-00	Software License	\$1,386	\$20,180	\$20,180	\$12,000
105-24-02-524-510-00	Office Supplies	\$6,188	\$5,500	\$5,719	\$5,500
105-24-02-524-520-00	Operating Supplies	\$7,509	\$1,750	\$2,587	\$1,838
105-24-02-524-521-00	Computers	\$-	\$7,992	\$15,238	\$-
105-24-02-524-525-00	Uniforms	\$4,727	\$2,882	\$1,242	\$3,000
105-24-02-524-527-00	Gasoline & Lubricants	\$8,308	\$10,000	\$19,439	\$10,000
105-24-02-524-540-00	Books, Publications & Dues	\$6,154	\$5,620	\$11,874	\$5,952
105-24-02-524-550-00	Educational & Training	\$954	\$3,968	\$1,696	\$3,980
Capital Outlay					
105-24-02-524-643-00	Computer Software	\$96,120	\$88,388	\$203,083	\$88,388
Non-Operating Expenditures					
105-24-02-524-914-01	Transfer to General Fund	\$458,119	\$568,902	\$568,902	\$603,827
105-24-02-524-914-02	Reimburse to General Fund	\$1,685,088	\$-	\$-	\$-
105-24-02-524-914-03	Transfer to General Fund (Tech Fee)	\$95,365	\$98,226	\$98,226	\$101,173
Total Building Services Department		\$5,108,298	\$3,980,495	\$3,852,968	\$3,890,647
DEVELOPMENT SERVICES FUND REVENUES (-) EXPENDITURES		\$2,545,134	\$-	\$1,575,763	\$-



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MIAMI GARDENS



* 2020 *

ANNUAL LINE ITEM BUDGETS IMPACT FEES FUND

Impact Fee Fund Open Space/Parks Impact Fees Program Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Non-Operating Expenditures				
110-72-00-572-991-00 Working Capital Reserve	\$-	\$3,279,598	\$-	\$4,276,320
TOTAL OPEN SPACE/PARKS FUND EXPENDITURES	\$-	\$3,279,598	\$-	\$4,276,320
Impact Fee Fund Open Space/Parks Impact Fees Program Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Non-Operating Expenditures				
111-21-01-521-991-00 Working Capital Reserve	\$-	\$1,260,079	\$-	\$1,703,489
TOTAL POLICE IMPACT FEE FUND EXPENDITURES	\$-	\$1,260,079	\$-	\$1,703,489
Impact Fee Fund Admin. Impact Fees Program Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Non-Operating Expenditures				
112-19-01-519-991-00 Working Capital Reserve	\$-	\$148,307	\$-	\$283,856
TOTAL ADMIN IMPACT FEE FUND EXPENDITURES	\$-	\$148,307	\$-	\$283,856
TOTAL IMPACT FEES FUND EXPENDITURES	\$-	\$4,687,984	\$-	\$6,263,665
IMPACT FEES FUND REVENUES (-) EXPENDITURES	\$1,575,682	\$-	\$662,415	\$-



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MIAMI GARDENS



* 2020 *

ANNUAL LINE ITEM BUDGETS SPECIAL TAXING DISTRICTS FUND

Special Taxing District Funds Revenues	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Revenues				
121-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$55,742	\$57,568	\$54,229	\$57,568
122-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$54,483	\$55,792	\$50,074	\$55,792
123-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$49,952	\$50,895	\$47,671	\$50,895
124-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$129,551	\$133,861	\$125,751	\$133,861
125-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$22,451	\$23,209	\$21,712	\$43,211
126-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$9,271	\$9,585	\$9,139	\$9,585
127-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$5,331	\$5,500	\$5,135	\$5,272
128-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$25,626	\$26,384	\$24,062	\$26,384
129-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$5,276	\$5,459	\$5,205	\$5,459
130-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$19,425	\$19,884	\$18,883	\$19,884
131-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$16,052	\$16,609	\$15,650	\$-
132-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$29,792	\$30,692	\$27,611	\$30,692
133-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$20,168	\$20,769	\$19,249	\$20,769
134-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$10,525	\$10,069	\$9,282	\$10,069
135-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$17,773	\$9,676	\$8,463	\$11,789
136-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$56,933	\$57,565	\$53,795	\$57,565
137-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$15,325	\$15,711	\$14,295	\$15,711
138-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$6,031	\$6,232	\$5,807	\$6,232
139-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$15,547	\$16,108	\$15,266	\$16,108
140-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$54,016	\$50,414	\$47,317	\$50,414
141-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$5,714	\$4,604	\$4,372	\$4,604
142-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$62,618	\$57,583	\$52,680	\$57,583
143-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$1,666	\$1,735	\$1,706	\$1,735
144-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$2,421	\$2,515	\$2,336	\$3,016
145-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$18,295	\$14,997	\$14,398	\$14,997
146-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$20,056	\$16,037	\$15,322	\$16,037
147-00-00-325-201-00 Special Assessment-Chgs for Public Servi	\$21,129	\$19,707	\$18,719	\$21,372
TOTAL SPECIAL TAXING DISTRICT FUNDS REVENUES	\$751,169	\$739,160	\$688,129	\$746,604

Special Taxing District Fund SLD Crestview Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
121-41-10-541-310-00 Professional Services	\$343	\$312	\$343	\$308
121-41-10-541-315-00 Fee Collection Charges	\$558	\$467	\$542	\$463
121-41-10-541-431-00 Electricity	\$52,745	\$56,789	\$39,574	\$56,797
TOTAL SLD CRESTVIEW EXPENDITURES	\$53,646	\$57,568	\$40,459	\$57,568
Special Taxing District Fund SLD Bunche Park Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
122-41-10-541-310-00 Professional Services	\$333	\$302	\$333	\$299
122-41-10-541-315-00 Fee Collection Charges	\$542	\$453	\$501	\$448
122-41-10-541-431-00 Electricity	\$44,865	\$55,037	\$34,485	\$55,045
TOTAL SLD BUNCHE PARK EXPENDITURES	\$45,740	\$55,792	\$35,319	\$55,792
Special Taxing District Fund SLD Scott Lake Manor Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
123-41-10-541-310-00 Professional Services	\$304	\$312	\$304	\$308
123-41-10-541-315-00 Fee Collection Charges	\$499	\$413	\$477	\$409
123-41-10-541-431-00 Electricity	\$39,837	\$50,170	\$31,931	\$50,178
TOTAL SLD SCOTT LAKE MANOR EXPENDITURES	\$40,640	\$50,895	\$32,712	\$50,895
Special Taxing District Fund SLD Scott Lake Manor East Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
124-41-10-541-310-00 Professional Services	\$798	\$724	\$798	\$717
124-41-10-541-315-00 Fee Collection Charges	\$1,295	\$1,087	\$1,257	\$1,076
124-41-10-541-431-00 Electricity	\$118,767	\$132,050	\$91,427	\$132,068
TOTAL SLD SCOTT LAKE MANOR E. EXPENDITURES	\$120,861	\$133,861	\$93,482	\$133,861

Special Taxing District Fund SLD Andover Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
125-41-10-541-310-00 Professional Services	\$138	\$126	\$138	\$232
125-41-10-541-315-00 Fee Collection Charges	\$(7,060)	\$188	\$217	\$347
125-41-10-541-431-00 Electricity	\$15,084	\$22,895	\$3,382	\$42,632
TOTAL SLD ANDOVER EXPENDITURES	\$8,163	\$23,209	\$3,737	\$43,211
Special Taxing District Fund SLD Stoneybrook Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
126-41-10-541-310-00 Professional Services	\$57	\$52	\$57	\$51
126-41-10-541-315-00 Fee Collection Charges	\$93	\$78	\$91	\$77
126-41-10-541-431-00 Electricity	\$6,990	\$9,455	\$5,383	\$9,457
TOTAL SLD STONEYBROOK EXPENDITURES	\$7,139	\$9,585	\$5,531	\$9,585
Special Taxing District Fund SLD Westwood Manor Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
127-41-10-541-310-00 Professional Services	\$33	\$30	\$33	\$28
127-41-10-541-315-00 Fee Collection Charges	\$53	\$45	\$51	\$42
127-41-10-541-431-00 Electricity	\$5,074	\$5,425	\$3,909	\$5,202
TOTAL SLD WESTWOOD MANOR EXPENDITURES	\$5,160	\$5,500	\$3,993	\$5,272
Special Taxing District Fund SLD Miami Gardens Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
128-41-10-541-310-00 Professional Services	\$157	\$143	\$157	\$141
128-41-10-541-315-00 Fee Collection Charges	\$256	\$214	\$241	\$212
128-41-10-541-431-00 Electricity	\$25,266	\$26,027	\$19,536	\$26,031
TOTAL SLD MIAMI GARDENS EXPENDITURES	\$25,680	\$26,384	\$19,934	\$26,384

Special Taxing District Fund SLD Peachtree Lane Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
129-41-10-541-310-00 Professional Services	\$33	\$30	\$33	\$29
129-41-10-541-315-00 Fee Collection Charges	\$53	\$44	\$52	\$44
129-41-10-541-431-00 Electricity	\$6,404	\$5,385	\$4,922	\$5,386
TOTAL SLD PEACHTREE LANE EXPENDITURES	\$6,489	\$5,459	\$5,007	\$5,459
Special Taxing District Fund SLD Lake Lucerne Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
130-41-10-541-310-00 Professional Services	\$119	\$108	\$119	\$107
130-41-10-541-315-00 Fee Collection Charges	\$194	\$161	\$189	\$160
130-41-10-541-431-00 Electricity	\$18,085	\$19,615	\$13,970	\$19,617
TOTAL SLD LAKE LUCERNE EXPENDITURES	\$18,398	\$19,884	\$14,278	\$19,884
Special Taxing District Fund SLD Andover First Addition Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
131-41-10-541-310-00 Professional Services	\$99	\$90	\$99	\$-
131-41-10-541-315-00 Fee Collection Charges	\$160	\$135	\$157	\$-
131-41-10-541-431-00 Electricity	\$-	\$16,384	\$-	\$-
TOTAL SLD ANDOVER 1ST ADD'N EXPENDITURES	\$259	\$16,609	\$256	\$-
Special Taxing Distri SLD Liberty Homes Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
132-41-10-541-310-00 Professional Services	\$3	\$166	\$3	\$164
132-41-10-541-315-00 Fee Collection Charges	\$298	\$249	\$276	\$247
132-41-10-541-431-00 Electricity	\$20,752	\$30,277	\$16,046	\$30,281
TOTAL SLD LIBERTY HOMES EXPENDITURES	\$21,052	\$30,692	\$16,325	\$30,692

Special Taxing District Fund SLD Riverdale Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
133-41-10-541-310-00 Professional Services	\$2	\$112	\$2	\$111
133-41-10-541-315-00 Fee Collection Charges	\$202	\$169	\$192	\$167
133-41-10-541-431-00 Electricity	\$17,358	\$20,488	\$13,373	\$20,491
TOTAL SLD RIVERDALE EXPENDITURES	\$17,561	\$20,769	\$13,567	\$20,769
Special Taxing District Fund SLD Rolling Oaks Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
134-41-10-541-310-00 Professional Services	\$60	\$54	\$60	\$54
134-41-10-541-315-00 Fee Collection Charges	\$105	\$82	\$93	\$81
134-41-10-541-431-00 Electricity	\$7,569	\$9,933	\$995	\$9,934
TOTAL SLD ROLLING OAKS EXPENDITURES	\$7,734	\$10,069	\$1,148	\$10,069
Special Taxing District Fund SLD Venetian Acres Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
135-41-10-541-310-00 Professional Services	\$59	\$52	\$59	\$63
135-41-10-541-315-00 Fee Collection Charges	\$165	\$79	\$85	\$95
135-41-10-541-431-00 Electricity	\$10,901	\$9,545	\$13,291	\$11,631
TOTAL SLD VENTIAN ACRES EXPENDITURES	\$11,125	\$9,676	\$13,435	\$11,789
Special Taxing District Fund SLD North Dade Country Club Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
136-41-10-541-310-00 Professional Services	\$351	\$312	\$351	\$308
136-41-10-541-315-00 Fee Collection Charges	\$569	\$467	\$538	\$463
136-41-10-541-431-00 Electricity	\$56,963	\$56,786	\$44,454	\$56,794
TOTAL SLD N. DADE COUNTRY CLUB EXPENDITURES	\$57,883	\$57,565	\$45,343	\$57,565

Special Taxing District Fund SLD Bunche Park South Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
137-41-10-541-310-00 Professional Services	\$94	\$85	\$94	\$84
137-41-10-541-315-00 Fee Collection Charges	\$153	\$128	\$143	\$126
137-41-10-541-431-00 Electricity	\$11,980	\$15,498	\$9,202	\$15,501
TOTAL SLD BUNCHE PARK SOUTH EXPENDITURES	\$12,227	\$15,711	\$9,439	\$15,711

Special Taxing District Fund SLD Greendale Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
138-41-10-541-310-00 Professional Services	\$37	\$34	\$37	\$33
138-41-10-541-315-00 Fee Collection Charges	\$60	\$51	\$58	\$50
138-41-10-541-431-00 Electricity	\$2,757	\$6,147	\$2,911	\$6,149
TOTAL SLD GREENDALE EXPENDITURES	\$2,855	\$6,232	\$3,006	\$6,232

Special Taxing District Fund SLD Jordan's Landing Maint Dist Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
139-41-10-541-310-00 Professional Services	\$96	\$87	\$96	\$86
139-41-10-541-315-00 Fee Collection Charges	\$155	\$131	\$153	\$129
139-41-10-541-431-00 Electricity	\$-	\$15,890	\$-	\$-
139-41-10-541-460-00 Repairs and Maintenance Service	\$-	\$-	\$15,172	\$15,893
TOTAL SLD JORDAN'S LANDING DIST EXPENDITURES	\$252	\$16,108	\$15,421	\$16,108

Special Taxing District Fund SLD Sunshine State Industrial Park Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
140-41-10-541-310-00 Professional Services	\$2,661	\$273	\$301	\$270
140-41-10-541-315-00 Fee Collection Charges	\$1,951	\$409	\$473	\$405
140-41-10-541-431-00 Electricity	\$43,669	\$49,732	\$35,735	\$49,739
TOTAL SLD SUNSHINE ST. INDUS PARK EXPENDITURES	\$48,280	\$50,414	\$36,509	\$50,414

Special Taxing District Fund SLD Air Park Industrial Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
141-41-10-541-310-00 Professional Services	\$27	\$25	\$27	\$25
141-41-10-541-315-00 Fee Collection Charges	\$168	\$37	\$44	\$37
141-41-10-541-431-00 Electricity	\$3,928	\$4,542	\$3,721	\$4,542
TOTAL SLD AIR PARK INDUSTRIAL EXPENDITURES	\$4,123	\$4,604	\$3,792	\$4,604
Special Taxing District Fund SLD Palmetto Lakes Industrial Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
142-41-10-541-310-00 Professional Services	\$346	\$312	\$346	\$309
142-41-10-541-315-00 Fee Collection Charges	\$559	\$467	\$527	\$463
142-41-10-541-431-00 Electricity	\$52,091	\$56,804	\$39,666	\$56,811
TOTAL SLD PALMETTO LAKES INDUS EXPENDITURES	\$52,996	\$57,583	\$40,539	\$57,583
Special Taxing District Fund SLD MDPD Subdivision Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
143-41-10-541-310-00 Professional Services	\$10	\$9	\$10	\$9
143-41-10-541-315-00 Fee Collection Charges	\$17	\$14	\$17	\$14
143-41-10-541-431-00 Electricity	\$1,611	\$1,712	\$1,126	\$1,712
TOTAL SLD MDPD SUBDIVISION EXPENDITURES	\$1,638	\$1,735	\$1,153	\$1,735
Special Taxing District Fund SLD Park Center Business Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
144-41-10-541-310-00 Professional Services	\$15	\$14	\$15	\$16
144-41-10-541-315-00 Fee Collection Charges	\$24	\$20	\$23	\$24
144-41-10-541-431-00 Electricity	\$4,068	\$2,481	\$3,363	\$2,976
TOTAL SLD PARK CNTR BUSINESS EXPENDITURES	\$4,107	\$2,515	\$3,401	\$3,016

Special Taxing District Fund SLD Lakes of Tuscany Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
145-41-10-541-310-00 Professional Services	\$89	\$81	\$89	\$80
145-41-10-541-315-00 Fee Collection Charges	\$145	\$122	\$144	\$121
145-41-10-541-431-00 Electricity	\$9,333	\$14,794	\$7,527	\$14,796
TOTAL SLD LAKES OF TUSCANY EXPENDITURES	\$9,568	\$14,997	\$7,760	\$14,997
Special Taxing District Fund SLD Golden Glades Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
146-41-10-541-310-00 Professional Services	\$96	\$87	\$96	\$86
146-41-10-541-315-00 Fee Collection Charges	\$501	\$130	\$153	\$129
146-41-10-541-431-00 Electricity	\$10,927	\$15,820	\$8,858	\$15,822
TOTAL SLD GOLDEN GLADES EXPENDITURES	\$11,524	\$16,037	\$9,107	\$16,037
Special Taxing District Fund SLD Air Park Industrial Maintenance Expenditures	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Operating Expenditures				
147-41-10-541-310-00 Professional Services	\$-	\$107	\$-	\$114
147-41-10-541-315-00 Fee Collection Charges	\$-	\$160	\$187	\$172
147-41-10-541-431-00 Electricity	\$-	\$19,440	\$-	\$-
147-41-10-541-460-00 Repairs and Maintenance Service	\$-	\$-	\$21,195	\$21,086
TOTAL SLD AIR PARK INDUS MAINT EXPENDITURES	\$-	\$19,707	\$21,382	\$21,372
TOTAL SPECIAL TAXING DISTRICT FUND EXPENDITURES	\$595,101	\$739,160	\$496,035	\$746,604
SPECIAL TAXING DISTRICT FUNDS REVENUES (-) EXPENDITURES	\$156,068	\$-	\$192,094	\$-



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MIAMI GARDENS



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ANNUAL LINE ITEM BUDGETS DEBT SERVICE FUND

Debt Service Fund Revenues	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Property Taxes				
201-00-00-311-000-00 Ad Valorem Taxes	\$3,957,988	\$3,960,268	\$3,881,063	\$3,960,984
Other Sources				
201-00-00-381-014-01 Inter Transf - General Fund	\$980,522	\$978,020	\$978,020	\$666,406
201-00-00-381-015-10 Inter Transf - Transportation Adm	\$389,972	\$389,454	\$389,454	\$388,698
201-00-00-381-025-30 Inter Transf - Capital Projects	\$5,959,143	\$5,918,591	\$5,918,591	\$5,579,754
TOTAL DEBT SERVICE FUND REVENUES	\$11,287,625	\$11,246,333	\$11,167,128	\$10,595,842

Debt Service Fund Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Debt Service					
201-17-01-517-710-04	Principal- \$7.5 MM Note	\$372,185	\$386,067	\$386,067	\$400,468
201-17-01-517-710-06	Principal- QNIP	\$442,650	\$461,176	\$461,176	\$480,026
201-17-01-517-710-11	Principal- \$4 MM Note	\$207,221	\$216,909	\$216,909	\$-
201-17-01-517-710-12	\$55M Principal Payment	\$1,430,000	\$1,495,000	\$1,495,000	\$1,565,000
201-17-01-517-710-14	\$60M Principal- Debt Service (refi)	\$1,705,000	\$1,755,000	\$1,755,000	\$1,840,000
201-17-01-517-710-16	Principal- \$6MM (COPS add'l)	\$263,286	\$268,978	\$268,978	\$-
	Principal- \$6.9 MM (refinance				
201-17-01-517-710-18	\$14.4)	\$855,000	\$880,000	\$880,000	\$905,000
201-17-01-517-710-19	Principal- \$50 MM GOB (refinance \$60M)	\$865,000	\$750,000	\$750,000	\$760,000
201-17-01-517-720-04	Interest- \$7.5 MM Note	\$141,685	\$124,183	\$124,183	\$106,028
201-17-01-517-720-06	Interest- QNIP	\$96,324	\$87,250	\$87,250	\$68,582
201-17-01-517-720-11	Interest- 4.0 MM Note	\$101,500	\$91,889	\$91,889	\$-
201-17-01-517-720-12	Interest- \$55M Bond	\$3,185,980	\$3,083,448	\$3,083,448	\$2,976,257
201-17-01-517-720-14	\$60M GO Bond interests	\$429,150	\$378,000	\$378,000	\$290,250
201-17-01-517-720-16	Interest- \$6MM (COPS add'l)	\$34,445	\$28,754	\$28,754	\$-
	Interest- \$6.9 MM (refinance				
201-17-01-517-720-18	\$14.4)	\$191,795	\$162,411	\$162,411	\$133,497
201-17-01-517-720-19	Interest- \$50 MM GOB (refinance \$60M)	\$963,823	\$1,077,268	\$1,077,268	\$1,070,421
Non-Operating Expenditures					
201-17-01-517-991-00	Working Capital Reserve	\$-	\$-	\$-	\$313
TOTAL DEBT SERVICE FUND EXPENDITURES		\$11,285,044	\$11,246,333	\$11,246,333	\$10,595,842
DEBT SERVICE FUND REVENUES (-) EXPENDITURES		\$2,581	\$-	\$(79,205)	\$-



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MIAMI GARDENS



* 2020 *

ANNUAL LINE ITEM BUDGETS CAPITAL PROJECTS FUND

Capital Projects Fund Revenues	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Miscellaneous Revenues				
300-00-00-337-704-00 Bunche Park	\$-	\$-	\$7,897	\$-
300-00-00-337-711-00 Rolling Oaks Park	\$130,911	\$-	\$-	\$-
300-00-00-361-100-00 Interest	\$33	\$-	\$-	\$-
300-00-00-361-102-00 Rebate \$55 million bond	\$1,594,210	\$925,034	\$925,036	\$892,877
300-00-00-361-103-00 Interests on \$60M GO Bond	\$214,515	\$-	\$39,125	\$-
Interfund Transfers				
300-00-00-381-030-01 Inter Transf- General Fund	\$5,403,516	\$6,622,253	\$6,622,251	\$5,538,662
TOTAL CAPTIAL PROJECTS FUND REVENUES	\$7,343,185	\$7,547,287	\$7,594,309	\$6,431,539

Capital Projects Fund Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Capital Improvement Projects Department					
Personnel Services					
300-12-01-512-102-00	Regular Salaries and Wages	\$439,832	\$455,029	\$463,955	\$609,397
300-12-01-512-104-00	Overtime	\$178	\$-	\$-	\$-
300-12-01-512-105-00	Special Pay	\$1,928	\$1,920	\$1,928	\$2,400
300-12-01-512-201-00	FICA	\$33,135	\$34,704	\$35,158	\$46,451
300-12-01-512-202-00	Retirement	\$44,956	\$49,233	\$50,200	\$72,579
300-12-01-512-203-00	Life and Health Insurance	\$54,745	\$56,640	\$62,504	\$95,889
300-12-01-512-204-00	Workers' Compensations	\$1,504	\$1,228	\$4,378	\$1,652
Operating Expenditures					
300-12-01-512-310-00	Professional Services	\$517	\$5,000	\$3,500	\$5,000
300-12-01-512-340-00	Other Contractual- Legal	\$-	\$2,000	\$-	\$-
300-12-01-512-400-00	Travel & Per Diem	\$-	\$3,000	\$-	\$3,000
300-12-01-512-421-00	Postage & Freight	\$-	\$100	\$-	\$100
300-12-01-512-440-00	Rentals and Leases	\$2,242	\$2,500	\$5,315	\$2,500
300-12-01-512-470-00	Printing & Binding	\$-	\$300	\$318	\$600
300-12-01-512-510-00	Office Supplies	\$994	\$2,000	\$2,200	\$2,500
300-12-01-512-520-00	Operating Supplies	\$-	\$-	\$14,390	\$-
300-12-01-512-524-00	Computer software	\$-	\$-	\$-	\$2,500
300-12-01-512-540-00	Books, Publications and Dues	\$1,832	\$3,742	\$1,753	\$3,342
300-12-01-512-550-00	Educational & Training	\$395	\$5,000	\$415	\$3,875
300-19-01-519-310-00	Professional Services	\$3,500	\$3,500	\$-	\$-
300-72-23-572-310-00	Professional Services	\$91,341	\$-	\$-	\$-
300-72-26-572-310-00	Professional Services	\$45,631	\$-	\$-	\$-
300-72-26-572-520-00	Operating Supplies	\$50,345	\$-	\$-	\$-
300-72-27-572-310-00	Professional Services	\$240,875	\$-	\$-	\$-
300-72-29-572-310-00	Professional Services	\$257,698	\$-	\$-	\$-
300-72-36-572-310-00	Professional Services	\$254,794	\$-	\$-	\$-
300-72-41-572-310-00	Professional Services	\$1,105,202	\$-	\$-	\$-
300-72-41-572-520-00	Operating Supplies	\$19,417	\$-	\$-	\$-
300-72-42-572-310-00	Professional Services	\$2,500	\$-	\$-	\$-
Capital Outlay					
300-12-01-512-621-03	City Hall Complex	\$262,336	\$-	\$35,425	\$-
300-12-01-512-643-00	SR 27th ave Beautification	\$-	\$2,800	\$-	\$-
300-21-20-521-630-00	Infrastructure Improvements	\$62,485	\$-	\$-	\$-
300-21-20-521-640-00	Real-Time Crime Center Equipment	\$687,690	\$-	\$-	\$-
300-72-00-572-621-01	Scott Park Building	\$315,215	\$-	\$-	\$-
300-72-00-572-631-08	Rolling Oaks Park	\$130,911	\$-	\$-	\$-
300-72-22-572-630-00	Lester Brown Park	\$1,100	\$-	\$-	\$-
300-72-23-572-630-00	Andover Park	\$95,982	\$-	\$-	\$-
300-72-23-572-640-00	Andover Park Equipment	\$99	\$-	\$-	\$-
300-72-24-572-630-00	Bennett Lifter Park	\$59,418	\$-	\$-	\$-
300-72-26-572-620-00	Bunche Park Building	\$350,610	\$-	\$-	\$-

Capital Projects Fund Expenditures		2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Capital Improvement Projects Department					
300-72-26-572-630-00	Bunche Park	\$277,722	\$-	\$-	\$-
300-72-26-572-640-00	Bunche Park Equipment	\$20,079	\$-	\$-	\$-
300-72-27-572-620-00	Cloverleaf Park Building	\$25,208	\$-	\$-	\$-
300-72-27-572-630-00	Cloverleaf Park	\$55,672	\$-	\$-	\$-
300-72-41-572-620-00	Senior Family Center Building	\$3,425,099	\$-	\$-	\$-
300-72-41-572-630-00	Sernior Family Center	\$1,734,057	\$-	\$-	\$-
300-72-41-572-640-00	Senior Family Center Equipment	\$308,360	\$-	\$-	\$-
300-72-42-572-630-00	Infrastructure Improvements	\$60,327	\$-	\$-	\$-
300-72-42-572-640-00	Betty T. Ferguson Equipment	\$9,382	\$-	\$-	\$-
300-72-43-572-640-00	GO- Public Access Wifi	\$19,928	\$-	\$-	\$-
Non-Operating Expenditures					
300-12-01-512-918-21	Transfer to Debt Service Fund	\$5,959,143	\$5,918,591	\$5,918,591	\$5,579,754
300-19-01-519-991-00	Working Capital Reserve	\$-	\$1,000,000	\$-	\$-
300-21-20-521-497-00	Other Obligations	\$1,811	\$-	\$-	\$-
300-72-22-572-497-00	Other Obligations	\$70,931	\$-	\$-	\$-
300-72-23-572-497-00	Other Obligations	\$61,859	\$-	\$-	\$-
300-72-24-572-497-00	Other Obligations	\$2,038	\$-	\$-	\$-
300-72-26-572-497-00	Other Obligations	\$12,641	\$-	\$-	\$-
300-72-27-572-497-00	Other Obligations	\$12,156	\$-	\$-	\$-
300-72-41-572-497-00	Other Obligations	\$186,780	\$-	\$-	\$-
300-72-42-572-497-00	Other Obligations	\$214	\$-	\$-	\$-
TOTAL CAPITAL PROJECTS FUND EXPENDITURES		\$16,862,813	\$7,547,287	\$6,600,030	\$6,431,539
CAPITAL PROJECTS FUND REVENUES (-) EXPENDITURES		\$(9,519,628)	\$-	\$994,279	\$-



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MIAMI GARDENS



* 2020 *

ANNUAL LINE ITEM BUDGETS STORMWATER UTILITY FUND

Stormwater Utility Fund Revenues	2021 Actual	Adopted 2022 Budget	Estimated 2022 Actual	Proposed 2023 Budget
Charges For Services				
401-00-00-325-200-00 Stormwater Assessments	\$5,133,328	\$5,552,990	\$5,015,227	\$5,793,484
License, Fees & Payments				
401-00-00-329-500-00 Stormwater Permit Fees	\$48,108	\$35,000	\$30,001	\$35,000
401-00-00-349-102-00 Cost Recovery	\$276	\$-	\$276	\$-
Grants				
401-00-00-334-360-00 State Grant- STW	\$80,272	\$-	\$-	\$-
Miscellaneous Revenues				
401-00-00-361-100-00 Interest	\$7,979	\$25,000	\$-	\$25,000
401-00-00-364-000-00 Sales of Fixed Assets	\$23,346	\$-	\$-	\$-
401-00-00-369-903-00 Insurance Reimbursement	\$1,975	\$-	\$23,852	\$-
Reappropriated Fund Balance				
401-00-00-389-901-00 Reappropriated Retained Earnings	\$-	\$2,098,323	\$-	\$1,969,774
TOTAL STORMWATER FUND REVENUES	\$5,295,284	\$7,711,313	\$5,069,356	\$7,823,258

Stormwater Utility Fund Expenditures		2021 Actual	Adopted 2022 Budget	Adopted 2022 Budget	Proposed 2023 Budget
Operating Division					
Personnel Services					
401-41-03-538-102-00	Regular Salaries and Wages	\$403,698	\$460,899	\$415,836	\$462,234
401-41-03-538-104-00	Overtime	\$11,584	\$7,500	\$18,746	\$7,500
401-41-03-538-105-00	Special Pay	\$1,205	\$1,200	\$1,534	\$1,650
401-41-03-538-201-00	FICA	\$29,541	\$35,833	\$29,982	\$36,065
401-41-03-538-202-00	Retirement	\$(13,066)	\$50,681	\$45,577	\$55,946
401-41-03-538-203-00	Life and Health Insurance	\$104,404	\$130,995	\$115,039	\$143,077
401-41-03-538-204-00	Workers' Compensation	\$12,925	\$32,535	\$36,919	\$32,014
401-41-03-538-260-00	OPEB Expenses	\$2,500	\$-	\$-	\$-
Operating Expenditures					
401-41-03-538-310-00	Professional Services	\$476,745	\$462,000	\$452,684	\$472,000
401-41-03-538-315-00	Fee Collection Charges	\$52,941	\$56,488	\$51,801	\$56,488
401-41-03-538-340-00	Other Contractual	\$213,378	\$318,842	\$152,724	\$339,362
401-41-03-538-400-00	Travel and Per Diem	\$-	\$2,000	\$-	\$2,000
401-41-03-538-421-00	Postage & Freight	\$105	\$200	\$-	\$200
401-41-03-538-431-00	Electricity	\$6,504	\$6,000	\$2,023	\$5,000
401-41-03-538-432-00	Water	\$1,719	\$2,500	\$676	\$1,500
401-41-03-538-440-00	Rentals and Leases	\$4,906	\$55,718	\$2,924	\$44,028
401-41-03-538-460-00	Repairs and Maintenance Serv	\$50,326	\$56,152	\$75,410	\$56,152
401-41-03-538-470-00	Printing & Binding	\$427	\$1,600	\$2,752	\$1,600
401-41-03-538-494-00	Advertising	\$-	\$700	\$-	\$1,700
401-41-03-538-497-00	Other Obligations	\$23,359	\$24,945	\$4,733	\$42,358
401-41-03-538-510-00	Office Supplies	\$979	\$1,400	\$1,051	\$1,400
401-41-03-538-520-00	Operating Supplies	\$15,963	\$13,900	\$11,357	\$25,900
401-41-03-538-524-00	Computer software	\$-	\$-	\$-	\$19,895
401-41-03-538-525-00	Uniforms	\$4,072	\$4,490	\$3,008	\$5,490
401-41-03-538-527-00	Gasoline & Lubricants	\$18,672	\$30,000	\$14,654	\$50,000
401-41-03-538-528-00	Small Tools and Equipment	\$925	\$6,000	\$2,717	\$6,000
401-41-03-538-530-00	Road Materials and Supplies	\$4,586	\$8,000	\$2,800	\$8,000
401-41-03-538-531-00	Landscape Supplies/Materials	\$6,484	\$2,300	\$1,127	\$2,300
401-41-03-538-540-00	Books, Publications, and Dues	\$470	\$2,200	\$1,665	\$2,200
401-41-03-538-550-00	Educational & Training	\$459	\$3,000	\$305	\$3,000
401-41-03-538-590-00	Depreciation Expenses IOTHB	\$519,367	\$-	\$-	\$-
401-41-03-538-591-90	Depreciation Exp- E&M	\$310,495	\$-	\$-	\$-
Capital Outlay					
Stormwater Treatment Swale					
401-41-03-538-635-00	Projects	\$-	\$150,000	\$62,764	\$150,000
401-41-03-538-640-00	Machinery and Equipment	\$-	\$42,400	\$302,983	\$290,112
Debt Service					
401-41-03-538-710-00	Principal- Debt Service	\$-	\$481,684	\$481,684	\$389,030
401-41-03-538-720-00	Interest- Debt Service	\$166,769	\$150,647	\$150,647	\$158,322
401-41-03-538-731-00	Amortize refunding lost	\$14,010	\$-	\$-	\$-
Non-Operating Expenditures					
401-41-03-538-914-01	Transfer to General Fund	\$296,556	\$223,494	\$223,494	\$270,403
401-41-03-538-917-00	Transfer to Transportation Fund	\$215,282	\$221,741	\$221,741	\$228,394
TOTAL STORMWATER OPERATIONS		\$2,958,290	\$3,048,044	\$2,891,357	\$3,371,320

Stormwater Utility Fund Expenditures		2021 Actual	Adopted 2022 Budget	Adopted 2022 Budget	Proposed 2023 Budget
Engineering Division					
Personnel Services					
401-41-09-538-102-00	Regular Salaries and Wages	\$250,054	\$270,541	\$268,222	\$234,014
401-41-09-538-104-00	Overtime	\$3,330	\$2,000	\$1,828	\$2,000
401-41-09-538-105-00	Special Pay	\$1,740	\$1,800	\$1,412	\$600
401-41-09-538-201-00	FICA	\$19,822	\$20,849	\$20,807	\$18,102
401-41-09-538-202-00	Retirement	\$25,858	\$29,489	\$26,324	\$28,109
401-41-09-538-203-00	Life and Health Insurance	\$24,077	\$26,658	\$28,608	\$38,654
401-41-09-538-204-00	Workers' Compensation	\$4,868	\$8,525	\$12,986	\$8,604
Operating Expenditures					
401-41-09-538-310-00	Professional Services	\$71,793	\$138,000	\$95,108	\$128,000
401-41-09-538-400-00	Travel and Per Diem	\$-	\$1,500	\$-	\$1,500
401-41-09-538-410-00	Communications Svc.	\$505	\$938	\$1,226	\$938
401-41-09-538-421-00	Postage & Freight	\$-	\$9,000	\$-	\$9,000
401-41-09-538-470-00	Printing & Binding	\$-	\$3,800	\$43	\$3,800
401-41-09-538-494-00	Advertising	\$-	\$500	\$-	\$500
401-41-09-538-510-00	Office Supplies	\$182	\$500	\$-	\$500
401-41-09-538-520-00	Operating Supplies	\$153	\$500	\$560	\$500
401-41-09-538-521-00	Computers	\$2,346	\$-	\$-	\$-
401-41-09-538-524-00	Computer software	\$3,000	\$3,500	\$3,105	\$3,500
401-41-09-538-525-00	Uniforms	\$-	\$425	\$200	\$425
401-41-09-538-540-00	Books, Publications, and Dues	\$247	\$1,850	\$-	\$1,850
401-41-09-538-550-00	Educational & Training	\$744	\$1,250	\$275	\$1,250
Capital Outlay					
401-41-09-538-630-00	Infrastructure Improvements	\$-	\$4,125,000	\$594,788	\$3,533,448
401-41-09-538-630-02	Culvert/Headwall Repairs Project	\$-	\$-	\$445,272	\$-
	NW 13 Ave Stormwater Drainage				
401-41-09-538-630-08	Improv	\$-	\$-	\$90,000	\$-
401-41-09-538-630-11	NW 170 Street and NW 22 Ave	\$-	\$-	\$150,000	\$400,000
401-41-09-538-630-16	Vista Verde Phase IV	\$-	\$-	\$258,389	\$-
401-41-09-538-630-17	NW 2 Ave- 7 Ave Drainage Prj	\$-	\$-	\$350,000	\$-
	NW 203 St (E of NW 2 Ave) Drainage				
401-41-09-538-630-18	Prj	\$-	\$-	\$50,000	\$-
	NW 167 Ter & NW 42 Ave Intrsx				
401-41-09-538-630-19	Imprv	\$-	\$-	\$155,000	\$-
	NW 163 St (E of NW 57 Ave)				
401-41-09-538-630-20	Drainage Prj	\$-	\$-	\$34,867	\$-
401-41-09-538-630-21	Canal Erosion Protection Project	\$-	\$-	\$1,200,000	\$-
401-41-09-538-630-22	Vista Verde Phase 1C & 1D	\$-	\$-	\$498,969	\$-
401-41-09-538-643-00	Computer Software	\$-	\$16,644	\$9,055	\$36,644
TOTAL STORMWATER ENGINEERING		\$408,717	\$4,663,269	\$4,297,044	\$4,451,938
TOTAL STORMWATER UTILITY FUND EXPENDITURES		\$3,367,008	\$7,711,313	\$7,188,401	\$7,823,258
STORMWATER UTILITY FUND REVENUES (-) EXPENDITURES		\$1,928,276	\$-	\$(2,119,045)	\$-