

# City Of Opa-locka, Florida Five-Year Plan





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# City of Opa-locka



Chris Davis  
Vice Mayor



Matthew Pigatt  
Mayor



Joseph Kelley  
Commissioner



Sherelean Bass  
Commissioner



Alvin Burke  
Commissioner

## **City of Opa-locka Administration**

John E. Pate, City Manager

George Ellis, Jr. Assistant City Manager

Joanna Flores, City Clerk

Burnadette Norris-Weeks, City Attorney

Daniel Abia, Building Official/Building and Licensing Director

Bob Anathan, Budget Administrator

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Charles Brown, Parks and Recreation Director

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Gerri Lazzarre, Interim Finance Director/Consultant

Nelson Rodriguez, Information Technology Director

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August 31, 2020

Ms. Melinda Miguel, Chief Inspector General  
Office of the Inspector General  
The Capitol  
Room 1902  
Tallahassee, FL 32399-0001

Dear Ms. Miguel:

I am very pleased to forward the City of Opa-locka's Five-Year Plan, demonstrating a continuation of the very significant improvement achieved in recent years. This plan focuses on the key issues that resulted in the 2016 financial emergency and the steps taken so far and to be taken to rectify these issues. The plan demonstrates that these problems have been or are being fully addressed to allow the City to emerge as a respected and responsible municipality once again with the conditions that caused the financial emergency put behind. It is noteworthy that this is being achieved even as COVID-19 significantly impacts revenue and creates substantial uncertainty going forward. It is recommended this plan be reviewed in conjunction with the previously submitted FY 21 Proposed Budget which contains significant information on underlying details.

This is a resubmission of the City's Five-Year Plan submitted two years ago. The current plan addresses the issues raised by the State in accordance with State Statute 218.503(3)(h), including the following:

- a. Issue – All obligations to be paid in full – The current plan provides for full payment of all current and future obligations with the exception of \$2.7 million of prior-year red light camera fees due to the State. The City has begun to discuss options with the State. The worst case scenario is believed to be repayment of these fees over a ten-year period with a \$1.1 million impact during the plan period. The plan would be adjusted primarily with a reduction to investment in roadway infrastructure to maintain a satisfactory fund balance and permit the planned reduction to the millage rate over the plan period.

- b. Issue – Prioritized budgeting to be utilized to avoid unaffordable items – New plan has been constructed on prioritizing needs to function within available funding. No unaffordable items are included since there is no use of reserves to make up for funding shortfalls resulting from unaffordable items.
- c. Issue – Ongoing operations should not be funded with one-time funding sources – The only one-time funding used in the plan is in conjunction with capital projects.
- d. Issue – All operations should be reviewed for consolidation and other cost-saving opportunities – The City has operated in a very lean mode for several years with headcount reduced 40% from several years ago. This was reflected in the FY 20 and FY 21 budgets approved by the State with minimum modification, validating the cost-effectiveness of City operations. The follow-on years of the plan are modeled on the FY 21 budget with limited growth in follow-on years, when affordable, to enhance service.
- e. Issue – Property valuation growth is constrained by homestead provisions - Homesteaded property is less than 5% of the City’s property tax base. The new plan is constructed on the basis of recent historical growth achieved which included the homesteaded property component. Property tax base valuation growth assumed significantly reduced in FY 22 and FY 23 due to the pandemic.
- f. Issue – Millage rate shouldn’t be maintained at 10.0000 mills – Very significant improvement to the City’s tax base makes this unnecessary. The new plan demonstrates annual millage rate reduction.
- g. Issue – Prior plan didn’t address possible debt restructuring
  - (1) City is working to initiate a discussion with the State to possibly modify the amount currently owed the State for prior year red light camera fees. The current plan assumes no repayment of this debt is made during the plan period. As indicated in Item “a” above, in what is believed to be a worst case scenario, the City would make \$1.1 million of payments during the plan period. Adjustments would be made primarily to investment in roadway infrastructure in order to maintain the decline in the millage rate while ensuring the General Fund Available Fund Balance remains above the required target.
  - (2) City has submitted a proposal to the County to reschedule the remaining water-sewer debt due to the County, approximately \$6.0 million, to be repaid over ten years. If approved, this would make another \$2.5 million available in the next three years for the City to invest in cost-saving utility projects to reduce water loss and inflow and infiltration in the near term. This proposal isn’t reflected in the new plan.
- h. Issue – Rising expenditures not conspicuously addressed – In the new plan, wages are assumed to grow at a 2% annual rate. Other expenses in general are also assumed to grow annually at 2%. Some unique expenses have different growth rates, e.g., health care – 6% annually. (City was just informed the FY 21 growth rate is 0%.)

- i. Issue – Stormwater revenue increases not defined – These charges are currently charged on the utility bill which presents problems in matching stormwater charges to water accounts. This plan assumes the stormwater charge will be an assessment on tax bill as of FY 22, correctly matching property-based stormwater charges to property owners. This will produce an additional \$1 million of revenue each year.
- j. Issue – No discussion as to whether cost reductions result in lost positions and reduced services – This plan achieves objectives without further cost reduction. Revenue is sufficient to bring on limited additional staffing to enhance services during the plan period.

There were many issues that came together to cause the financial emergency. Some of the key ones can be summarized as follows:

1. A property tax base which seemed inadequate to provide sufficient property tax revenue to fund the City's efforts to recover from the problems it had allowed to occur.
2. A serious depletion in the City's reserves which called into question the City's ability to continue operations.
3. Major utility billing and collection issues leading to a severe loss of credibility with utility customers, legal issues and a multi-million dollar delinquency.
4. Substantial underinvestment in the City's infrastructure (roadways, water, sewer, storm drainage and parks) which created an unacceptable quality of life for residents and a very costly backlog of projects requiring attention.
5. A complete collapse of City fiduciary responsibilities with an absence of financial controls and procedures, culminating in the failure of the City to complete audits for several years.
6. A general lack of awareness of many operational requirements across nearly all divisions due to an absence of valid policies and procedures to provide immediately available and effective guidance.

The Five-Year Plan will address the above issues in terms of current accomplishments and how these serve as the foundation for the continuing progress demonstrated in the plan

#### **Property Tax Base – Growth - History**

Central to a municipality's ability to be financially self-sustaining is a property tax base that is robust, vibrant and growing. The Opa-locka tax base has demonstrated excellent growth and has had one of the highest property tax base growth rates in the County in recent years.

When considering year-over-year growth of the total tax base, (composed of real estate, personal property and centrally allocated property), before consideration of new properties coming online each year, Opa-locka has consistently ranked high in the County in recent years.

	Tax Base Growth	Ranking Within County
FY 21	5.7%	6 <sup>th</sup> of 36
FY 20	8.3%	1 <sup>st</sup> of 36
FY 19	8.6%	2 <sup>nd</sup> of 36
FY 18	6.9%	11 <sup>th</sup> of 36

It must be noted that in FY 20, when City growth of 8.3% led the County, this didn't include the \$192 million addition to the tax base from a new Amazon distribution center since this measurement reflects growth before new additions. (When the Amazon growth is included, the FY 20 tax base grew 30.1% over the prior year.)

Equally noteworthy is that in FY 21 the City ranked 6<sup>th</sup> in growth in the County even after adding \$192 million to the prior year tax base, greatly expanding the tax base from which further growth is to be measured.

The new Amazon facility has not only has provided a reliable source of significant additional future revenue, but its presence also serves as a lure to other businesses and validates the City as a place to invest and do business.

**Property Tax Base – Growth - Plan Years**

The real estate portion of the City's tax base, which is 77.9% of the total tax base in FY 20, has shown strong growth in recent years. For the five years through FY 21, excluding new construction, the City's real estate portion of the tax base grew between 8.0% and 9.5% per year, demonstrating the upward pressure on real estate prices as the result of interest in the City. Since the residential property tax base is approximately 25% of the entire tax base, this interest is primarily from the commercial community.

If it hadn't been for the pandemic, it is anticipated the real property tax base would have continued to grow in the 8% to 9% range throughout the Five-Year Plan. Instead, to acknowledge the impact of and uncertainty due to the pandemic, the growth of the real estate portion of the tax base was set at 0% in FY 22, grown 4% in FY 23 and then reverted to more historic rates for the remaining two years of the plan, resulting in the following growth profile. It should be noted that less than 5% of the City's tax base is homesteaded, with the result that homesteaded properties aren't a major constraint in the growth of the City's property tax base.

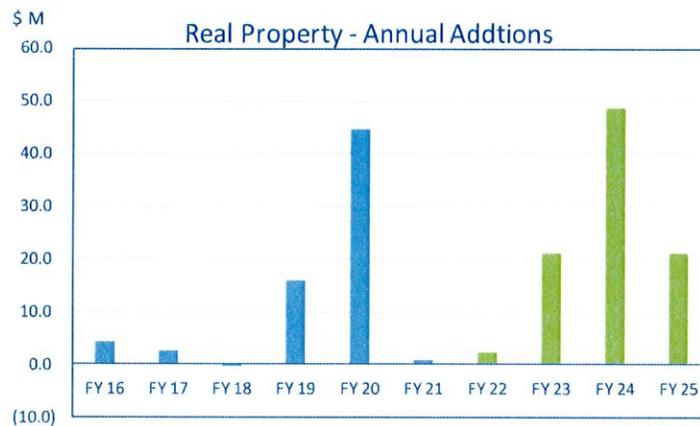


Reducing the historical growth rate in FY 22 and FY 23 resulted in a reduction of property tax revenue by \$4.3 million over the four-year period versus an assumption of a non-pandemic growth rate at historical rates for all four years.

For the remaining portions of the City’s tax base, (personal property (22.0%) and centrally allocated (0.1%)), even though the Amazon facility added \$147 million to the personal property component in FY 20 (a 150% increase), a conservative historical growth rate of 1% has been used for these components for the plan years, adding a minimal \$2.5 million to the tax base each years. This was done even though some of the projects in the City’s real estate development pipeline are of a nature such that there may be meaningful additions to the personal property tax base.

**Real Estate Property Tax Base Additions**

In addition to growth in the real estate portion of the tax base due to market forces, additional growth occurs when low value properties are developed into properties providing substantial additions to the tax base. Here also the City has experienced significant growth in recent years, and it is anticipated there will be a continuation of these additions over the plan years. It should be noted that this future growth is directly linked to specific projects identified within the City’s real estate development pipeline. This has resulted in the following real estate property tax base annual addition profile.



It should also be noted the above is in regard to real property and doesn’t address the additional \$147 million added to the personal property tax base in FY 20 due to the new Amazon distribution center. The five-year plan doesn’t assume further increases like this for the personal property component of the property tax base.

**Millage Rate**

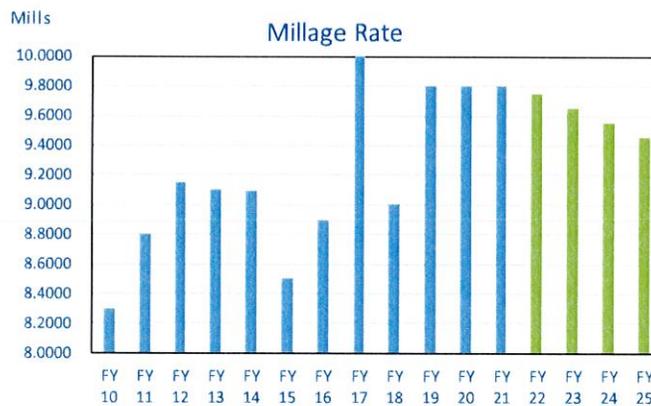
With establishment of the property tax base for the plan years above, the proposed millage rate establishes the property tax revenue the City anticipates. It should be noted that Opa-locka historically has had millage rates at the high end of the millage rate range in comparison to other municipalities. This results from two systemic issues which can be anticipated to continue for many years due to issues reflected in the below table.

	Taxable Value Per Square Mile	% Of General Fund Budget Funded With Property Tax
Opa-locka	268,474,111	57.2%
Hialeah	527,089,089	44.4%
Miami Lakes	597,796,095	36.0%
Miami Gardens	271,839,847	46.2%

The above table compares the City with three of its neighbors. To normalize property tax bases, each city's property tax base has been divided by its area to determine the potential for one square mile within each city to generate property tax revenue. An urban city's geographical size is considered to be a reasonable proxy for amount of services required to be provided. The lower the taxable value per square mile, the higher the millage rate must be to generate the same amount of property tax revenue per square mile. As indicated above, Opa-locka's taxable value per square mile is less than half of that of two of its major neighbors.

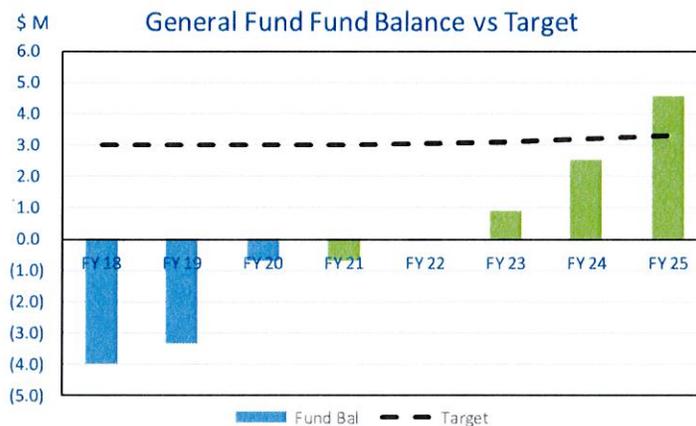
The second factor that comes into play is the availability of funding sources other than property tax revenue to fund the General Fund. Even though Opa-locka and Miami Gardens are nearly the same in terms of taxable value per square mile, Miami Gardens is able to fund 53.8% of its General Fund budget with funding from sources other than property tax revenue. Conversely, Opa-locka's alternate sources of funding constitute only 42.8% of its General Fund requirements. The lower the other sources of General Fund funding, the more property tax revenue has to assume the burden to fund the General Fund, further necessitating a higher millage rate. To achieve the Miami Gardens mix of 46.2% of the General Fund budget covered by property tax revenue would require Opa-locka to have another \$2.0 million of alternate General Fund funding sources, with a corresponding reduction in property tax revenue. If this were to occur, the City's FY 21 millage rate would be 7.9852 mills rather than the proposed 9.8000 mills.

The above notwithstanding, the need to reduce the current millage rate is clearly recognized and the strength of the growing tax base will allow this to occur. Consequently the plan anticipates the millage rate will come down from the current rate of 9.8000 mills to 9.4500 mills in FY 25 as reflected in the below table. If the impact on the property tax base from the pandemic isn't as severe as assumed in the plan in FY 22 and FY 23, this would allow further millage rate reduction.



**Reserves** – The recently completed FY 18 audit indicates that reserves continue to be a problem for the City’s two largest funds, the General Fund and the Water-Sewer Fund. The General Fund Unassigned Fund Balance in the audit was indicated as negative \$4.0 million while the Water-Sewer Unassigned Working Capital Balance was indicated as negative \$1.3 million. However, the forecasts for FY 20 indicate significant improvement in both funds with funding sources significantly greater than expenditures. This is occurring even though revenue has been substantially adversely impacted in the General Fund and less so in the Water-Sewer Fund due to the pandemic. It is believed that the FY 20 audit will demonstrate this forecasted substantial improvement, although it is believed that further improvement will be required for both funds to reach required reserve targets.

In another vote of confidence in addition to the new Amazon facility, reserves were further improved by the release of funds tied up for nearly four year. The City had financed the new Municipal Complex with debt based on pledged revenue, with the pledged revenue exceeding the monthly debt service payment going to the City each month. When the financial emergency was declared in 2016, the bank holding the debt began to retain the surplus pledged revenue to reduce its loan exposure. As of this spring \$5.2 million of surplus pledged revenue had been retained. The bank no longer believes the loan is at substantial risk and released the retained \$5.2 million, with half going to the City for operations and General Fund Unassigned Fund Balance improvement and the other half used as a prepayment to reduce the City’s debt on the building.



**Utilities** – Miami-Dade County has assumed responsibility for billing the City’s utility customers with dramatically improved financial results and with a significant reduction in customer issues. FY 20 utility revenue is forecasted to improve by at least \$3.0 million over FY 18 with essentially the same customer set and water usage, highlighting the billing and collection problems the City had previously experienced. This additional revenue provides the opportunity to begin to address infrastructure improvement and fund additional debt service requirements. In regard to past delinquencies related to accounts prior to the County’s assuming responsibility, a dedicated team has recently been assigned to the Public Works Director to analyze the accuracy and collectability of these old accounts and, when feasible, initiate collection activity. Since these delinquencies have previously been classified as revenue, collection on these accounts won’t constitute additional revenue. Conversely, if not collected, they will have to be written off. Since this is program is somewhat new, there isn’t a track record as to its success, and the plan doesn’t address the possibility that some of this delinquency may have to be written off in the future. It is also assumed that the utility billing legal issues will be resolved in FY 22 at a total cost for legal expense and settlements for the next two years costing \$0.8 million.

**Infrastructure** – The robustness of the City’s tax base and the assumption that the City’s Enterprise Funds return to creditworthiness in FY 23 provide for an aggressive investment program over the plan period to restore the City’s infrastructure.

The Governmental Funds CIP is planned to invest \$9,247,138.

Project	Cost	Funded By	
Historic City Hall Complex	\$1,500,000	\$1,500,000	County GOB Fund
Cairo Lane *	\$800,000	\$800,000	Peoples Transportation Plan
Parks	\$1,600,000	\$800,000	State Grants (FRDAP)
		\$800,000	CRA
Roadways & Sidewalks	\$5,347,138	\$1,000,000	General Fund Revenue
		\$2,833,146	Peoples Transportation Plan
		\$1,513,992	Safe Neighborhood
Total	\$9,247,138	\$9,247,138	

\* This fund’s share of the \$4.0 million Cairo Lane project

It should be noted that the City has 46 miles of roads for which it is responsible. Investment of \$600,000 per year allows resurfacing of each road every ten years. One mile of roadway resurfacing costs approximately \$130,000. The City still has approximately 20 miles of new sidewalks to install. One mile of sidewalks costs approximately \$165,000. Further reflecting the Commission’s intent to enhance community quality of life is the decision to substantially improve the City’s parks system with development of a \$150,000 parks masterplan in FY 21 and then providing for a follow-on \$1.6 million investment in new and renovated park facilities based on the new parks masterplan.

The Water-Sewer Fund is planned to invest \$17,335,686 in infrastructure over the plan period, including \$12.0 million based on new borrowing starting in FY 23.

Project	Cost	Funded By	
Cairo Lane **	\$2,900,000	\$119,100	Water-Sewer Fund Revenue
		\$479,934	Current Grants
		\$2,300,966	Current Loans
Zones 1-6	\$2,435,686	\$2,435,686	
Future Projects*	\$12,000,000	\$12,000,000	New Loans
Total	\$17,335,686	\$17,335,686	

\* Infrastructure requirements currently being reviewed by engineering consultants with a prioritized list of projects to be provided by October, 2020

\*\* This fund’s share of the \$4.0 million Cairo Lane project

This investment will result in cost savings from reduced water loss and from reduced inflow and infiltration as well as reduction in future repairs with the latter not only saving money but resulting in reduced interruption of customer service.

The Stormwater Fund is planned to invest \$20,510,000 in infrastructure over the plan period to significantly mitigate future flooding issues, including \$15.0 million based on new loans starting in FY 23.

Project	Cost	Funded By	
Zone 6	\$850,000	\$761,564	Stormwater Fund Revenue
		\$88,436	
Master Plan	\$300,000	\$300,000	Stormwater Fund Fund Balance
NW 30 <sup>th</sup> Ave	\$160,000	\$160,000	
Cairo Lane **	\$300,000	\$300,000	
DPC – Zone 1-6	\$500,000	\$500,000	
		\$600,000	
Future Projects*	\$18,400,000	\$2,800,000	Stormwater Fund Revenue
		\$15,000,000	New Loans
Total	\$20,510,000	\$20,510,000	

\* Infrastructure requirements currently being reviewed by engineering consultants with a prioritized list of projects to be provided by October, 2020

\*\* This fund's share of a \$4.0 million project

The engineering consultants reviewing City infrastructure needs have indicated on a very preliminary basis that total renovation of the City's infrastructure will require in excess of \$60 million. The \$48 million to be invested in infrastructure in the plan period, including the \$5.3 million of roadway and sidewalk investment, reflect a major commitment to addressing these needs.

**Fiduciarily Responsible** – The City's Finance department, under external consultant leadership, is making excellent progress in transforming itself from a totally dysfunctional operation instrumental in causing the financial emergency to a department that will be second to none in its effectiveness in carrying out its fiduciary responsibilities. In the past couple years multiple audits have been completed, culminating with the recent completion of the City's FY 18 audit in May. This has not only served to provide much better understanding of the City's true financial position and required future corrective actions, but has also allowed release of funds from other agencies that had been withheld due to the lack of audits. It is the department's intention to be fully current in audits as of June, 2021, which over the next ten months will include completion of both the FY 19 and FY 20 audits while fulfilling ongoing accounting and FY 20 year-end closing requirements. Training needs have been identified and implemented to improve staff effectiveness. Responsibilities have been clearly defined and accountability established to ensure required results are achieved. Aggressive effort continues to recruit senior financial professionals to provide future leadership, a task made somewhat more challenging by the shadow of the City's history. The department is in the midst of development of a comprehensive set of policies and procedures that clearly document responsibilities and proven procedures to ensure staff is aware of and educated in what is expected of them to be successful. These policies not only address deficiencies identified in the recent State Operational Audit, but also many other topics for which documented policies and procedures are necessary to ensure consistent and effective performance.

**Operational Requirements Compliance** – The recently completed State Operational Audit was a clear statement of staff's failure to comply with many requirements, both internal and external. In response to this, an aggressive program was implemented to develop policies and procedures based on the recommendations of the audit. Currently approximately half of the audit findings have been

addressed with documented and effective policies and procedures. This is less than the progress originally planned, but the disruptions in staff focus and availability due to the pandemic have degraded responsiveness. This program has been under the guidance of the Budget Administrator, but due to the budget and five-year plan requirements in the past couple months, the program hasn't received the necessary oversight recently to maintain continuing progress. With these requirements essentially completed, the next two months provide a window to move the program ahead to satisfactory completion.

As part of enhancing how the City conducts operations, the City has recognized the need to bring operations into the 21<sup>st</sup> century. This is being done using technology as the platform to implement citywide improvement in the tools available to support operations, which by extension impact the manner in which business will be conducted. Under the dynamic and forward-looking leadership of the IT director, \$1.8 million will be invested in hardware and software over the plan period. Operations as conducted by Buildings & Licenses, City Clerk, Public Works and Procurement, among other functions, will bear little resemblance to how things are currently done. The upgrading of the technology infrastructure will embed many procedures and requirements, enhancing the City's ability to remain in compliance.

**Summary** – With the greatly appreciated guidance and support of the City Commission and also of the State staff focused on the City and its recovery, the City has already made very extensive progress on the road to recovery. Going forward, staff has a very clear understanding of what is required to complete the journey and is dedicated to ensuring the City will re-emerge as a fiducially responsible, financially self-sustaining, high technology city providing excellent services and a good quality of life for the community. Although the pandemic will slow down financial progress, the financial blocks are in place to support the City's recovery. The City's robust and growing tax base will allow the General Fund to provide the services the community expects while having additional funds to support infrastructure improvement. The utility funds are positioned to continue providing excellent utility services while having funds available to cover additional debt service on new debt required to significantly restore the utility infrastructure after an extended period of underinvestment. A comprehensive set of policies and procedures will ensure the documented availability of effective procedures for reference whenever required and the checks and balances to ensure they are being carried out. The Opa-locka of tomorrow will bear little resemblance to the Opa-locka of yesterday, to the benefit of all stakeholders.

Sincerely,



John E. Pate, MS, CM  
City Manager

cc: Mr. Rodney J. MacKinnon, Director of Auditing, Office of the Chief Inspector General  
Mr. Brian Hunter, Esq., Special Counsel, Office of the Chief Inspector General

# Citywide Summary





Citywide - Summary

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Funding</b>						
Revenue - Ex Grants	33,657,676	35,601,998	36,431,613	37,907,086	39,215,927	3.9%
Grants	479,934	1,700,000	200,000	200,000	200,000	-19.7%
<b>Total Revenue</b>	<b>34,137,610</b>	<b>37,301,998</b>	<b>36,631,613</b>	<b>38,107,086</b>	<b>39,415,927</b>	<b>3.7%</b>
Loans	2,800,966	1,935,686	8,000,000	9,000,000	10,000,000	37.5%
<b>Total</b>	<b>36,938,576</b>	<b>39,237,684</b>	<b>44,631,613</b>	<b>47,107,086</b>	<b>49,415,927</b>	<b>7.5%</b>
Transfers-In	6,265,547	7,650,308	7,681,932	7,907,810	8,155,540	6.8%
<b>Total Funding</b>	<b>43,204,122</b>	<b>46,887,992</b>	<b>52,313,545</b>	<b>55,014,895</b>	<b>57,571,467</b>	<b>7.4%</b>
<b>Expenditure</b>						
Salaries	7,679,301	8,254,039	8,493,166	8,562,647	8,726,475	3.2%
Benefits	2,887,282	3,136,584	3,271,289	3,353,314	3,468,885	4.7%
<b>Total Compensation</b>	<b>10,566,583</b>	<b>11,390,623</b>	<b>11,764,455</b>	<b>11,915,961</b>	<b>12,195,360</b>	<b>3.6%</b>
Operating Expense	14,277,077	14,067,021	14,296,763	14,856,002	15,354,518	1.8%
Other Uses	1,768,021	1,526,357	1,555,864	1,585,961	1,616,660	-2.2%
Capital	7,548,485	6,738,159	10,596,737	11,311,578	12,026,154	12.3%
Debt Service	3,194,941	3,194,343	4,174,073	3,512,996	4,110,772	6.5%
Contingency	2,217,631	1,660,200	1,510,404	1,510,612	1,510,824	-9.1%
<b>Total Expense Ex Transfer Out</b>	<b>39,572,738</b>	<b>38,576,702</b>	<b>43,898,297</b>	<b>44,693,110</b>	<b>46,814,289</b>	<b>4.3%</b>
Transfer Out	6,265,547	7,650,308	7,681,932	7,907,810	8,155,540	6.8%
<b>Total Expense</b>	<b>45,838,285</b>	<b>46,227,010</b>	<b>51,580,228</b>	<b>52,600,920</b>	<b>54,969,828</b>	<b>4.6%</b>
<b>Add't To / (Use Of) Fund Balance</b>	<b>(2,634,162)</b>	<b>660,982</b>	<b>733,316</b>	<b>2,413,975</b>	<b>2,601,639</b>	



Citywide - Detail

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
General Fund	15,789,810	15,825,700	16,243,976	17,290,361	18,151,316	3.5%
CRA Fund	1,046,910	1,042,485	1,252,567	1,476,909	1,716,519	13.2%
Debt Service Fund	3,011,857	3,990,649	4,051,049	4,113,239	4,177,238	8.5%
Safe Neighborhood CIP Funding	186,834	2,022,000	528,440	535,009	541,709	30.5%
Peoples' Transportation Fund	700,000	714,000	728,280	742,846	757,703	2.0%
Town Center Fund	221,168	413,150	421,414	429,842	438,439	18.7%
<b>Total Governmental Funds</b>	<b>20,956,580</b>	<b>24,007,985</b>	<b>23,225,725</b>	<b>24,588,205</b>	<b>25,782,923</b>	<b>5.3%</b>
Water-Sewer Fund	11,681,030	11,294,013	11,405,888	11,518,881	11,633,004	-0.1%
Stormwater Fund	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	7.5%
Water-Sewer CIP Fund	-	-	-	-	-	-
<b>Total Proprietary Funds</b>	<b>13,181,030</b>	<b>13,294,013</b>	<b>13,405,888</b>	<b>13,518,881</b>	<b>13,633,004</b>	<b>0.8%</b>
<b>Total Revenue All Funds</b>	<b>34,137,610</b>	<b>37,301,998</b>	<b>36,631,613</b>	<b>38,107,086</b>	<b>39,415,927</b>	<b>3.7%</b>
<b>Loans</b>	<b>2,800,966</b>	<b>1,935,686</b>	<b>8,000,000</b>	<b>9,000,000</b>	<b>10,000,000</b>	<b>37.5%</b>
<b>Transfers-In</b>	<b>6,265,547</b>	<b>7,650,308</b>	<b>7,681,932</b>	<b>7,907,810</b>	<b>8,155,540</b>	<b>6.8%</b>
<b>Total Citywide Funding</b>	<b>43,204,122</b>	<b>46,887,992</b>	<b>52,313,545</b>	<b>55,014,895</b>	<b>57,571,467</b>	<b>7.4%</b>
<b>Expenditure</b>						
<b>Expenditure (Ex Transfers Out)</b>						
General Fund	15,110,561	15,232,708	15,488,902	15,823,697	16,073,556	1.6%
CRA Fund	1,029,529	827,935	1,038,109	1,261,989	1,501,049	9.9%
Debt Service Fund	1,209,897	1,209,299	1,209,029	1,209,044	1,206,820	-0.1%
Safe Neighborhood CIP Funding	186,834	2,472,000	978,440	985,009	991,709	51.8%
Peoples' Transportation Fund	1,383,166	1,114,000	728,280	742,846	757,703	-14.0%
Town Center Fund	549,373	417,398	425,039	432,841	440,807	-5.4%
Special Law Enforcement Fund	-	-	-	-	-	0.0%
Risk Internal Services Fund	2,626,330	2,738,674	2,867,177	3,001,940	3,143,271	4.6%
IT Internal Service Fund	617,737	829,299	665,437	677,138	695,199	3.0%
<b>Total Governmental Funds</b>	<b>22,713,427</b>	<b>24,841,312</b>	<b>23,400,414</b>	<b>24,134,503</b>	<b>24,810,114</b>	<b>2.2%</b>
Water-Sewer Fund	13,547,751	12,041,465	13,659,730	13,708,519	15,147,480	2.8%
Stormwater Fund	3,311,560	1,693,926	6,838,153	6,850,088	6,856,695	20.0%
<b>Total Proprietary Funds</b>	<b>16,859,311</b>	<b>13,735,390</b>	<b>20,497,883</b>	<b>20,558,607</b>	<b>22,004,175</b>	<b>6.9%</b>
<b>Total Exp - Ex Transfer Out</b>	<b>39,572,738</b>	<b>38,576,702</b>	<b>43,898,297</b>	<b>44,693,110</b>	<b>46,814,289</b>	<b>4.3%</b>
<b>Transfers-Out</b>	<b>6,265,547</b>	<b>7,650,308</b>	<b>7,681,932</b>	<b>7,907,810</b>	<b>8,155,540</b>	<b>6.8%</b>
<b>Total Citywide Expenditure</b>	<b>45,838,285</b>	<b>46,227,010</b>	<b>51,580,228</b>	<b>52,600,920</b>	<b>54,969,828</b>	<b>4.6%</b>
<b>Add't To / (Use Of) Fund Balance</b>	<b>(2,634,162)</b>	<b>660,982</b>	<b>733,316</b>	<b>2,413,975</b>	<b>2,601,639</b>	



**Citywide - By Fund**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b><u>Total Governmental Funds</u></b>						
Funding	27,222,126	31,658,293	30,907,657	32,496,014	33,938,462	5.7%
Expenditure	27,905,292	31,412,462	30,004,386	30,933,664	31,821,075	3.3%
Add't To / (Use Of) Fund Balance	(683,166)	245,831	903,271	1,562,350	2,117,387	
<b><u>Enterprise Funds</u></b>						
<b><u>Water-Sewer Fund</u></b>						
Funding	14,481,996	13,229,699	14,405,888	15,518,881	16,633,004	3.5%
Expenditure	14,481,996	12,982,325	14,600,359	14,676,014	16,146,320	2.8%
Add't To / (Use Of) Fund Balance	-	247,374	(194,472)	842,866	486,684	
<b><u>Stormwater Fund</u></b>						
Funding	1,500,000	2,000,000	7,000,000	7,000,000	7,000,000	47.0%
Expenditure	3,450,997	1,832,224	6,975,483	6,991,242	7,002,433	19.4%
Add't To / (Use Of) Fund Balance	(1,950,997)	167,776	24,517	8,758	(2,433)	
<b><u>Total Enterprise Funds</u></b>						
Funding	15,981,996	15,229,699	21,405,888	22,518,881	23,633,004	10.3%
Expenditure	17,932,992	14,814,548	21,575,842	21,667,256	23,148,753	6.6%
Add't To / (Use Of) Fund Balance	(1,950,996)	415,151	(169,955)	851,625	484,252	
<b><u>Total City</u></b>						
Funding	43,204,122	46,887,992	52,313,545	55,014,895	57,571,467	7.4%
Expenditure	45,838,285	46,227,010	51,580,228	52,600,920	54,969,828	4.6%
Add't To / (Use Of) Fund Balance	(2,634,162)	660,982	733,316	2,413,975	2,601,639	



**Governmental Funds - By Fund**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>General Fund</b>						
Funding	18,250,894	19,225,745	19,709,414	20,828,011	21,769,068	4.5%
Expenditure	18,250,894	18,579,914	18,806,143	19,265,660	19,651,681	1.9%
Add't To / (Use Of) Fund Balance	-	645,831	903,271	1,562,350	2,117,387	
<b>CRA Fund</b>						
Funding	1,046,910	1,042,485	1,252,567	1,476,909	1,716,519	13.2%
Expenditure	1,046,910	1,042,485	1,252,567	1,476,909	1,716,519	13.2%
Add't To / (Use Of) Fund Balance	-	-	-	-	-	
<b>Debt Service Fund</b>						
Funding	3,011,857	3,990,649	4,051,049	4,113,239	4,177,238	8.5%
Expenditure	3,011,857	3,990,649	4,051,049	4,113,239	4,177,238	8.5%
Add't To / (Use Of) Fund Balance	-	-	-	-	-	
<b>Safe Neighborhood Fund</b>						
Funding	186,834	2,472,000	978,440	985,009	991,709	51.8%
Expenditure	186,834	2,472,000	978,440	985,009	991,709	51.8%
Add't To / (Use Of) Fund Balance	-	-	-	-	-	
<b>Peoples' Transportation Plan Fund</b>						
Funding	700,000	714,000	728,280	742,846	757,703	2.0%
Expenditure	1,383,166	1,114,000	728,280	742,846	757,703	-14.0%
Add't To / (Use Of) Fund Balance	(683,166)	(400,000)	-	-	-	
<b>Town Center</b>						
Funding	652,735	524,197	534,743	546,984	559,772	-3.8%
Expenditure	652,735	524,197	534,743	546,984	559,772	-3.8%
Add't To / (Use Of) Fund Balance	-	-	-	-	-	
<b>Special Law Enforcement Fund</b>						
Funding	-	-	-	-	-	0.0%
Expenditure	-	-	-	-	-	0.0%
Add't To / (Use Of) Fund Balance	-	-	-	-	-	
<b>IT Internal Service Fund</b>						
Funding	713,737	917,268	753,204	767,452	788,511	2.5%
Expenditure	713,737	917,268	753,204	767,452	788,511	2.5%
Add't To / (Use Of) Fund Balance	-	-	-	-	-	
<b>Risk Manage. Internal Service Fund</b>						
Funding	2,659,158	2,771,948	2,899,960	3,035,566	3,177,943	4.6%
Expenditure	2,659,158	2,771,948	2,899,960	3,035,566	3,177,943	4.6%
Add't To / (Use Of) Fund Balance	-	-	-	-	-	
<b>Total Governmental Funds</b>						
Funding	27,222,126	31,658,293	30,907,657	32,496,014	33,938,462	5.7%
Expenditure	27,905,292	31,412,462	30,004,386	30,933,664	31,821,075	3.3%
Add't To / (Use Of) Fund Balance	(683,166)	245,831	903,271	1,562,350	2,117,387	



### Staffing

	FY 21 Proposed		FY 22 Outlook		FY 23 Outlook		FY 24 Outlook		FY 25 Outlook	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
<b>Governmental Funds</b>										
City Manager	5.0	-	5.0	-	5.0	-	5.0	-	5.0	-
City Clerk	4.0	-	4.0	-	4.0	-	4.0	-	4.0	-
HR	2.0	-	2.0	-	2.0	-	2.0	-	2.0	-
Risk	1.0	-	1.0	-	1.0	-	1.0	-	1.0	-
Finance	8.0	-	8.0	-	8.0	-	8.0	-	8.0	-
IT	2.0	-	2.0	-	2.0	-	2.0	-	2.0	-
CD	3.6	-	3.6	-	3.5	-	3.5	-	3.5	-
Building & License	3.8	4.0	3.8	4.0	3.8	4.0	3.8	4.0	3.8	4.0
Parks & Recreation	9.0	-	9.0	-	10.0	-	10.0	-	10.0	-
Police										
Sworn	44.0	-	48.0	-	48.0	-	48.0	-	48.0	-
Other	8.0	11.0	8.0	11.0	8.0	11.0	8.0	11.0	8.0	11.0
Code	6.0	-	6.0	-	6.0	-	6.0	-	6.0	-
Public Works										
Admin	4.0	-	4.0	-	4.0	-	4.0	-	4.0	-
Building Maint	3.5	-	4.5	-	4.5	-	4.5	-	4.5	-
Roads & Streets	5.5	-	8.5	-	8.5	-	8.5	-	8.5	-
Vehicle Maint	3.7	-	3.7	-	3.7	-	3.7	-	3.7	-
Illegal Dumping	1.0	-	1.0	-	1.0	-	1.0	-	1.0	-
Town Center	1.0	-	1.0	-	1.0	-	1.0	-	1.0	-
CRA	0.4	-	1.4	-	2.5	-	2.5	-	2.5	-
People Trans Plan	-	-	-	-	-	-	-	-	-	-
<b>Total Gov Funds</b>	<b>115.5</b>	<b>15.0</b>	<b>124.5</b>	<b>15.0</b>	<b>126.5</b>	<b>15.0</b>	<b>126.5</b>	<b>15.0</b>	<b>126.5</b>	<b>15.0</b>
<b>Enterprise Funds</b>										
Utility Bill/Cust Svc	4.0	1.0	4.0	1.0	4.0	1.0	2.0	-	2.0	-
Meters / Line Maint	4.3	-	4.3	-	4.3	-	4.3	-	4.3	-
Water	4.0	-	4.0	-	4.0	-	4.0	-	4.0	-
Sewer	5.3	-	5.3	-	5.3	-	5.3	-	5.3	-
CIP	1.5	-	1.5	-	1.5	-	1.5	-	1.5	-
Stormwater	3.6	-	3.6	-	3.6	-	3.6	-	3.6	-
<b>Total Ent Funds</b>	<b>22.5</b>	<b>1.0</b>	<b>22.5</b>	<b>1.0</b>	<b>22.5</b>	<b>1.0</b>	<b>20.5</b>	<b>0.0</b>	<b>20.5</b>	<b>-</b>
<b>Total City</b>	<b>138.0</b>	<b>16.0</b>	<b>147.0</b>	<b>16.0</b>	<b>149.0</b>	<b>16.0</b>	<b>147.0</b>	<b>15.0</b>	<b>147.0</b>	<b>15.0</b>

# General Fund Summary





## GENERAL FUND

**Mission** – The mission of the General Fund is to provide governance to the community and to provide all services required by or expected by the community other than utility services.

**Goal** – A safe, law abiding, affordable city with attractive residential neighborhoods, a thriving commercial area and a vital downtown which attracts residents and visitors for leisure and entertainment, enabled by a City government which provides excellent and responsive customer service in addressing the broad needs of a highly diverse community, including providing an excellent City infrastructure.

### **Plan Overview / Assumptions** –

- Based on FY 21 budget and lean organization with modest growth
- Emphasis on revamping how City business is conducted through a major investment in technology
- Emphasis on major upgrading of Parks & Recreation programs and facilities
- Addition of nine full-time employees in FY 22 (four in Police department and five in Public Works) and one Recreation Leader in FY 23 in support of expanded Parks & Recreation programs and facilities.
- Property tax base growth
  - FY 22 – 0% - Due to pandemic
  - FY 23 – 4% - Slow recovery from pandemic
  - FY 24 & FY 25 – 8% historic growth rate
- Millage rate reduction from 9.8000 mills in FY 21 to 9.4500 mills in FY 25
- Most revenue growing at 2% annually \*
- Wages annual growth of 2% \*
- Healthcare expense annual growth of 6% \*
- Most general expense growing at 2% annually \*
- Payment of all obligations other than prior-year red light camera fees which remain unpaid during plan period.
- Provides \$250,000 annually to Governmental Funds CIP for roadway or other projects
- Results in a \$4.5 million General Fund Unassigned Fund Balance in FY 25, \$1.3 million greater than target requirement of \$3.2 million

\* These assumptions apply for all funds and won't be repeated for each fund.



**General Fund Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Funding</b>						
<b>Revenue</b>						
Ad Valorem	10,785,234	10,721,033	11,037,215	11,979,465	12,734,202	4.2%
Utility Taxes	60,242	61,446	62,675	63,929	65,207	2.0%
Franchise Fees	1,500,805	1,530,821	1,561,437	1,592,666	1,624,519	2.0%
Licenses	214,788	219,083	223,465	227,934	232,493	2.0%
Permits	464,640	473,932	483,411	493,079	502,941	2.0%
Charges For Services	49,028	50,009	51,009	52,029	53,069	2.0%
Fines & Forfeitures	2,567,232	2,618,577	2,670,948	2,724,367	2,778,854	2.0%
Other Revenue	147,842	150,799	153,815	156,891	160,029	2.0%
<b>Total Revenue</b>	<b>15,789,810</b>	<b>15,825,700</b>	<b>16,243,976</b>	<b>17,290,361</b>	<b>18,151,316</b>	<b>3.5%</b>
Transfer In	2,461,085	3,400,045	3,465,438	3,537,650	3,617,752	10.1%
<b>Total Funding</b>	<b>18,250,894</b>	<b>19,225,745</b>	<b>19,709,414</b>	<b>20,828,011</b>	<b>21,769,068</b>	<b>4.5%</b>
<b>Expenditure</b>						
Salaries	6,488,435	6,988,159	7,138,928	7,302,095	7,440,712	3.5%
Benefits	2,439,984	2,670,975	2,767,245	2,869,314	2,966,513	5.0%
<b>Total Compensation</b>	<b>8,928,419</b>	<b>9,659,135</b>	<b>9,906,174</b>	<b>10,171,409</b>	<b>10,407,225</b>	<b>3.9%</b>
Operating Expense	3,118,636	2,884,320	2,921,969	2,961,431	2,944,775	-1.4%
Other Uses	1,497,428	1,526,357	1,555,864	1,585,961	1,616,660	1.9%
Capital	91,900	62,896	4,896	4,896	4,896	-52.0%
Contingency	1,474,178	1,100,000	1,100,000	1,100,000	1,100,000	-7.1%
<b>Total Expense Ex Transfer Out</b>	<b>15,110,561</b>	<b>15,232,708</b>	<b>15,488,902</b>	<b>15,823,697</b>	<b>16,073,556</b>	<b>1.6%</b>
Transfer Out	3,140,333	3,347,206	3,317,241	3,441,963	3,578,124	3.3%
<b>Total Expense</b>	<b>18,250,894</b>	<b>18,579,914</b>	<b>18,806,143</b>	<b>19,265,660</b>	<b>19,651,681</b>	<b>1.9%</b>
<b>(Use Of)/Add To Fund Balance</b>	<b>-</b>	<b>645,831</b>	<b>903,271</b>	<b>1,562,350</b>	<b>2,117,387</b>	
<b>Fund Balance - Unassigned</b>						
<b>Beginning</b>	<b>(696,295)</b>	<b>(696,295)</b>	<b>(50,464)</b>	<b>852,807</b>	<b>2,415,157</b>	<b>NA</b>
(Use Of)/Add To Fund Balance	-	645,831	903,271	1,562,350	2,117,387	
<b>Ending</b>	<b>(696,295)</b>	<b>(50,464)</b>	<b>852,807</b>	<b>2,415,157</b>	<b>4,532,544</b>	<b>NA</b>



**General Fund - Funding**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Funding Summary</b>						
<b>Revenue</b>						
Ad Valorem	10,785,234	10,721,033	11,037,215	11,979,465	12,734,202	4.2%
Utility Taxes	60,242	61,446	62,675	63,929	65,207	2.0%
Franchise Fees	1,500,805	1,530,821	1,561,437	1,592,666	1,624,519	2.0%
Licenses	214,788	219,083	223,465	227,934	232,493	2.0%
Permits	464,640	473,932	483,411	493,079	502,941	2.0%
Charges For Services	49,028	50,009	51,009	52,029	53,069	2.0%
Fines & Forfeitures	2,567,232	2,618,577	2,670,948	2,724,367	2,778,854	2.0%
Other	147,842	150,799	153,815	156,891	160,029	2.0%
Grants & Donations	-	-	-	-	-	0.0%
<b>Total Revenue</b>	<b>15,789,810</b>	<b>15,825,700</b>	<b>16,243,976</b>	<b>17,290,361</b>	<b>18,151,316</b>	<b>3.5%</b>
Transfers-In	2,461,085	3,400,045	3,465,438	3,537,650	3,617,752	10.1%
<b>Total Funding</b>	<b>18,250,894</b>	<b>19,225,745</b>	<b>19,709,414</b>	<b>20,828,011</b>	<b>21,769,068</b>	<b>4.5%</b>
<b>Funding Detail</b>						
<b>Ad Valorem Taxes</b>	<b>10,785,234</b>	<b>10,721,033</b>	<b>11,037,215</b>	<b>11,979,465</b>	<b>12,734,202</b>	<b>4.2%</b>
<b>Utility Taxes</b>						
Utility Tax - City Gas	11,900	12,138	12,381	12,628	12,881	2.0%
Utility Tax - Other	48,342	49,308	50,295	51,301	52,327	2.0%
<b>Total Utility Taxes</b>	<b>60,242</b>	<b>61,446</b>	<b>62,675</b>	<b>63,929</b>	<b>65,207</b>	<b>2.0%</b>
<b>Franchise Fees</b>						
Franchise Fee - F.P.L.	824,682	841,176	857,999	875,159	892,663	2.0%
Franchise Fee - Great Waste	192,000	195,840	199,757	203,752	207,827	2.0%
Franchise Fee-Commercial Waste	468,000	477,360	486,907	496,645	506,578	2.0%
Franchise Fee - Bench Ads	3,600	3,672	3,745	3,820	3,897	2.0%
Franchise Fee - BFI	3,683	3,756	3,831	3,908	3,986	2.0%
Nu-Way Towing Services Inc	1,785	1,821	1,857	1,894	1,932	2.0%
Sunshine Towing Inc	2,423	2,471	2,520	2,571	2,622	2.0%
Dolphin Towing & Recovery	1,700	1,734	1,769	1,804	1,840	2.0%
Downtown Towing Company	2,933	2,991	3,051	3,112	3,174	2.0%
<b>Total Franchise Fees</b>	<b>1,500,805</b>	<b>1,530,821</b>	<b>1,561,437</b>	<b>1,592,666</b>	<b>1,624,519</b>	<b>2.0%</b>
<b>Licenses</b>						
Occupation Licenses - City	170,000	173,400	176,868	180,405	184,013	2.0%
Occupation Licenses-Field Inspection	2,083	2,124	2,167	2,210	2,254	2.0%
Occupation Licenses-Late Penalty	19,500	19,890	20,288	20,694	21,107	2.0%
Contractor Licenses	765	780	796	812	828	2.0%
Mobile Home Licenses	340	347	354	361	368	2.0%
Alcoholic Beverages	8,500	8,670	8,843	9,020	9,201	2.0%
Occupation Licenses - County	13,600	13,872	14,149	14,432	14,721	2.0%
<b>Total Licenses</b>	<b>214,788</b>	<b>219,083</b>	<b>223,465</b>	<b>227,934</b>	<b>232,493</b>	<b>2.0%</b>



**General Fund - Funding - Continued**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Permits</b>						
Building Permits	240,000	244,800	249,696	254,690	259,784	2.0%
Electrical Permits	20,825	21,242	21,666	22,100	22,542	2.0%
Plumbing Permits	11,900	12,138	12,381	12,628	12,881	2.0%
Mechanical Permits	7,650	7,803	7,959	8,118	8,281	2.0%
Certificate Of Occupancy	5,127	5,230	5,334	5,441	5,550	2.0%
Certificate Of Use	108,800	110,976	113,196	115,459	117,769	2.0%
Landlord Permits	68,638	70,010	71,410	72,839	74,295	2.0%
Special Event Permits	1,700	1,734	1,769	1,804	1,840	2.0%
<b>Total Permits</b>	<b>464,640</b>	<b>473,932</b>	<b>483,411</b>	<b>493,079</b>	<b>502,941</b>	<b>2.0%</b>
<b>Services</b>						
Zoning & Subdivision Fees	17,000	17,340	17,687	18,041	18,401	2.0%
Xerox Copies	1,148	1,170	1,194	1,218	1,242	2.0%
Notary Fees	425	434	442	451	460	2.0%
Other Public Works Revenue	-	-	-	-	-	0.0%
Recreation Activity Fees	2,975	3,035	3,095	3,157	3,220	2.0%
Rental Of Park Facilities Fees	2,975	3,035	3,095	3,157	3,220	2.0%
Summer Program Receipts	1,530	1,561	1,592	1,624	1,656	2.0%
Recreation Football Program	6,800	6,936	7,075	7,216	7,361	2.0%
Pool Facility Revenue	-	-	-	-	-	0.0%
Code Enforcement Late Fees	2,550	2,601	2,653	2,706	2,760	2.0%
Code Enforcement Inspection Fees	3,060	3,121	3,184	3,247	3,312	2.0%
Code Enforcement Postage Fees	1,488	1,517	1,548	1,579	1,610	2.0%
Code Enforcement Landlord/Tenant	-	-	-	-	-	0.0%
Code Enforcement Release Fees	1,811	1,847	1,884	1,921	1,960	2.0%
Code Enforcement Board Admin Fees	7,268	7,413	7,561	7,712	7,867	2.0%
Qualifying Fees	-	-	-	-	-	0.0%
<b>Total Charges For Services</b>	<b>49,028</b>	<b>50,009</b>	<b>51,009</b>	<b>52,029</b>	<b>53,069</b>	<b>2.0%</b>
<b>Fines &amp; Forfeitures</b>						
Court Fines - County	191,250	195,075	198,977	202,956	207,015	2.0%
Local Ordinance Violations	71,400	72,828	74,285	75,770	77,286	2.0%
Red Light Camera Fines	2,273,982	2,319,462	2,365,851	2,413,168	2,461,431	2.0%
Lien Search & Release Charges	30,600	31,212	31,836	32,473	33,122	2.0%
<b>Total Fines &amp; Forfeitures</b>	<b>2,567,232</b>	<b>2,618,577</b>	<b>2,670,948</b>	<b>2,724,367</b>	<b>2,778,854</b>	<b>2.0%</b>



**General Fund - Funding - Continued**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Other</b>						
County School Program Police	59,500	60,690	61,904	63,142	64,405	2.0%
School Crossing Guard Program	6,800	6,936	7,075	7,216	7,361	2.0%
Police A/R & O/R	8,945	9,123	9,306	9,492	9,682	2.0%
Off-Duty Revenue	40,150	40,953	41,772	42,607	43,459	2.0%
Returned Check Penalties	213	217	221	226	230	2.0%
Lease & Rental Income	2,400	2,448	2,497	2,547	2,598	2.0%
Workers Compensation	2,125	2,168	2,211	2,255	2,300	2.0%
Other Miscellaneous Revenue	10,625	10,838	11,054	11,275	11,501	2.0%
Lost Fixed Assets Insurance Reimbursm	8,500	8,670	8,843	9,020	9,201	2.0%
Cost Reimbursements	8,500	8,670	8,843	9,020	9,201	2.0%
Witness Fees	85	87	88	90	92	2.0%
<b>Total Other</b>	<b>147,842</b>	<b>150,799</b>	<b>153,815</b>	<b>156,891</b>	<b>160,029</b>	<b>2.0%</b>
<b>Grants &amp; Donations</b>						
Grants	-	-	-	-	-	0.0%
<b>Total Grants &amp; Donations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Revenue</b>	<b>15,789,810</b>	<b>15,825,700</b>	<b>16,243,976</b>	<b>17,290,361</b>	<b>18,151,316</b>	<b>3.5%</b>
<b>Transfer In</b>						
Vehicle Maint Fees	144,588	138,982	141,949	144,987	148,097	0.6%
Admin Reimburse - Risk Mgmt	18,500	17,252	17,315	17,566	17,952	-0.7%
Admin Reimburse - IT Services	37,000	34,504	34,630	35,132	35,904	-0.7%
Admin Reimburse - Water & Sewer	369,078	344,177	345,433	350,438	358,138	-0.7%
Admin Reimburse - Stormwater	65,675	61,245	61,468	62,359	63,729	-0.7%
Admin Reimburse - Town Center	18,500	17,252	17,315	17,566	17,952	-0.7%
Admin Reimburse - CRA	5,782	5,283	5,308	5,409	5,563	-1.0%
Transfer In - CIP Debt Service	1,801,960	2,781,350	2,842,020	2,904,195	2,970,418	13.3%
<b>Total Transfer In</b>	<b>2,461,085</b>	<b>3,400,045</b>	<b>3,465,438</b>	<b>3,537,650</b>	<b>3,617,752</b>	<b>10.1%</b>
<b>Total Funding</b>	<b>18,250,894</b>	<b>19,225,745</b>	<b>19,709,414</b>	<b>20,828,011</b>	<b>21,769,068</b>	<b>4.5%</b>



General Fund Expenditure - By Division						
	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Expense</b>						
Salaries	6,488,435	6,988,159	7,138,928	7,302,095	7,440,712	3.5%
Benefits	2,439,984	2,670,975	2,767,245	2,869,314	2,966,513	5.0%
<b>Total Compensation</b>	<b>8,928,419</b>	<b>9,659,135</b>	<b>9,906,174</b>	<b>10,171,409</b>	<b>10,407,225</b>	<b>3.9%</b>
Operating Expense	3,118,636	2,884,320	2,921,969	2,961,431	2,944,775	-1.4%
Other Uses	1,497,428	1,526,357	1,555,864	1,585,961	1,616,660	1.9%
Capital	91,900	62,896	4,896	4,896	4,896	-52.0%
Debt Service	-	-	-	-	-	0.0%
Contingency	1,474,178	1,100,000	1,100,000	1,100,000	1,100,000	-7.1%
<b>Total Expense Ex Transfer Out</b>	<b>15,110,561</b>	<b>15,232,708</b>	<b>15,488,902</b>	<b>15,823,697</b>	<b>16,073,556</b>	<b>1.6%</b>
Transfer Out	3,140,333	3,347,206	3,317,241	3,441,963	3,578,124	3.3%
<b>Total Expense</b>	<b>18,250,894</b>	<b>18,579,914</b>	<b>18,806,143</b>	<b>19,265,660</b>	<b>19,651,681</b>	<b>1.9%</b>
<b>Expense (By Division)</b>						
Commission	124,681	124,566	129,705	135,112	140,803	3.1%
City Manager	594,331	607,636	621,298	635,327	649,738	2.3%
Non-Department - Ex Transfer Out	3,248,057	2,962,730	3,048,681	3,106,195	3,086,074	-1.3%
Clerk	391,921	385,781	404,896	404,278	423,936	2.0%
Attorney	645,000	645,000	645,000	645,000	645,000	0.0%
Finance	1,000,138	789,522	757,038	773,492	790,422	-5.7%
Human Resources	194,701	199,186	203,796	208,535	213,409	2.3%
Community Development	283,783	290,656	269,564	308,204	315,821	2.7%
Building & Licenses	419,325	428,563	438,035	447,750	457,717	2.2%
Parks & Recreation	723,842	667,395	726,575	743,841	761,617	1.3%
Police	4,970,342	5,408,310	5,532,615	5,654,632	5,774,965	3.8%
Code Enforcement	357,580	356,195	364,861	373,794	383,003	1.7%
Public Works - Admin	333,067	399,096	408,381	417,929	427,752	6.5%
Public Works - Bldg Maintenance	306,533	351,624	359,979	368,581	377,439	5.3%
Public Works - Streets	699,275	837,053	795,301	811,981	829,108	4.3%
Public Works - Illegal Dumping Removal	137,886	125,662	115,490	107,071	100,149	-7.7%
Public Works - Vehicle Maintenance	680,099	653,732	667,688	681,975	696,605	0.6%
<b>Total Expense - Ex Transfer Out</b>	<b>15,110,561</b>	<b>15,232,708</b>	<b>15,488,902</b>	<b>15,823,697</b>	<b>16,073,556</b>	<b>1.6%</b>
<b>Transfer Out</b>						
Information Tech	588,889	756,818	621,452	633,208	650,584	2.5%
Risk Management	2,144,776	2,235,748	2,338,997	2,448,371	2,563,207	4.6%
Safe Neighborhood	-	250,000	250,000	250,000	250,000	NA
Town Center Rent	406,669	104,640	106,791	110,384	114,334	-27.2%
<b>Total Transfer Out</b>	<b>3,140,333</b>	<b>3,347,206</b>	<b>3,317,241</b>	<b>3,441,963</b>	<b>3,578,124</b>	<b>3.3%</b>
<b>Total Expenditure</b>	<b>18,250,894</b>	<b>18,579,914</b>	<b>18,806,143</b>	<b>19,265,660</b>	<b>19,651,681</b>	<b>1.9%</b>

# General Fund Divisions



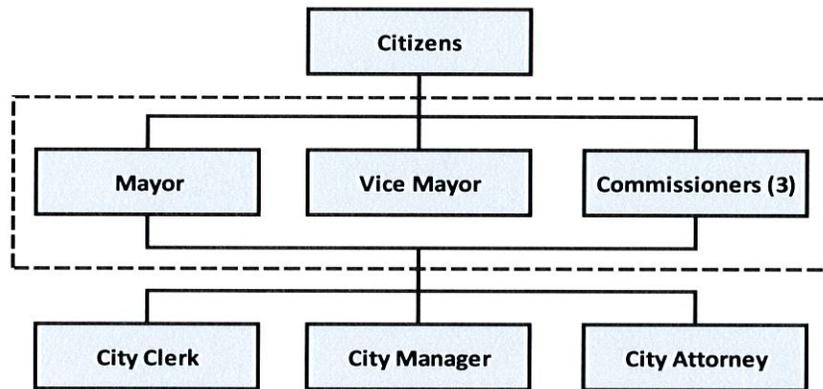
# City Commission





## CITY COMMISSION

**Mission** – Development of the goals and priorities through the budget and strategic plan process that provide continuous progress in making the City a better place to live, work and recreate and provides City services which address the broad needs of the highly diverse residential, commercial and institutional components of the community in an effective and respectful manner.



**Goal** – A safe, law abiding, affordable city with attractive residential neighborhoods, a thriving commercial area and a vital downtown which attracts residents and visitors for leisure and entertainment, enabled by a City government which provides excellent and responsive customer service in addressing the broad needs of a highly diverse community, including providing an excellent City infrastructure.



**Commission**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	33,000	33,660	34,333	35,020	35,720	2.0%
<b>Total Salaries</b>	<b>33,000</b>	<b>33,660</b>	<b>34,333</b>	<b>35,020</b>	<b>35,720</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	2,525	2,575	2,626	2,679	2,733	2.0%
Retirement	13,111	13,373	13,641	13,913	14,192	2.0%
Life And Health Insurance	65,045	68,947	73,084	77,469	82,117	6.0%
<b>Total Benefits</b>	<b>80,681</b>	<b>84,896</b>	<b>89,351</b>	<b>94,062</b>	<b>99,042</b>	<b>5.3%</b>
<b>Total Compensation</b>	<b>113,681</b>	<b>118,556</b>	<b>123,685</b>	<b>129,082</b>	<b>134,762</b>	<b>4.3%</b>
<b>Operating Expense</b>						
Monthly Allowance - Mayor	300	300	300	300	300	0.0%
Monthly Allowance - Commission	1,200	1,200	1,200	1,200	1,200	0.0%
Travel	3,500	3,500	3,500	3,500	3,500	0.0%
State Of The City	500	500	500	500	500	0.0%
Office Supplies	500	510	520	531	541	2.0%
Employee Training	5,000	-	-	-	-	-100.0%
<b>Total Operating Expense</b>	<b>11,000</b>	<b>6,010</b>	<b>6,020</b>	<b>6,031</b>	<b>6,041</b>	<b>-13.9%</b>
<b>Capital</b>						
Office Furniture & Equipment	-	-	-	-	-	0.0%
Computer	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>124,681</b>	<b>124,566</b>	<b>129,705</b>	<b>135,112</b>	<b>140,803</b>	<b>3.1%</b>

# City Manager



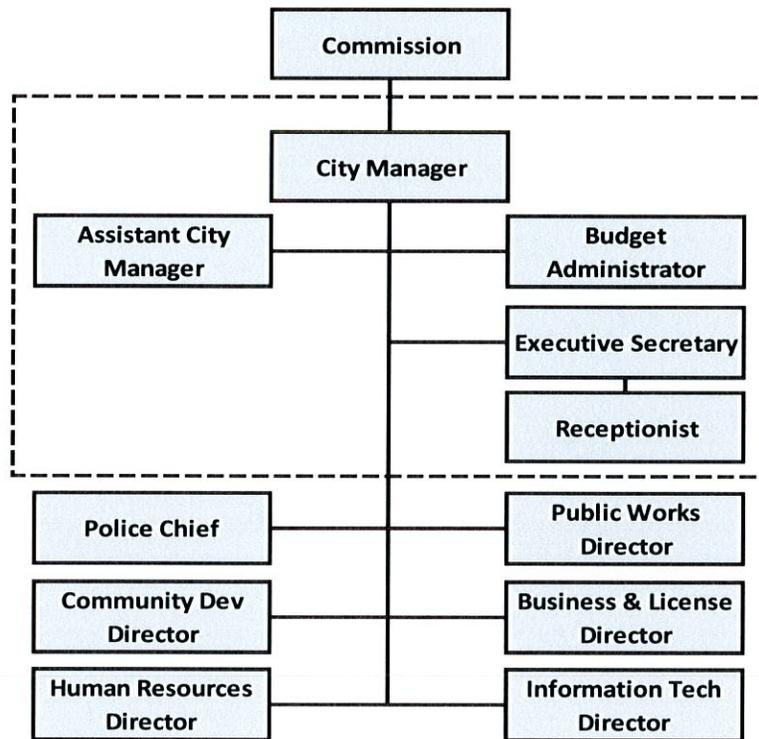


### CITY MANAGER

**Mission:** The City Manager, as the administrative head of the City Government, provides the primary source of leadership and is responsible for the efficiency of all departments. The office of the City Manager is the liaison for administrative functions and the Commission.

The Office of the City Manager executes all City laws and ordinances, directs all City departments and participates in Commission meetings as an active, but non-voting, member. The City Manager makes recommendations to the City Commission to adopt measures which are necessary or urgent and performs other duties which are required by ordinances and resolutions of the City Commission. The City Manager develops programs to implement the policies and Strategic Plan established by the City Commission.

The mission of the City Manager’s Office is to provide leadership to the City by empowering staff with all of the necessary support and resources needed to better serve the residents and business owners in the community.



**Goal –** Provide leadership to and develop a high performance City staff able to provide thoughtful, well-reasoned recommendations to the City Commission and to carry out the Commission’s policies and direction in an effective and efficient manner to achieve Commission goals.



**City Manager**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	270,738	276,153	281,676	287,309	293,056	2.0%
Salaries - Regular	167,131	170,474	173,883	177,361	180,908	2.0%
<b>Total Salaries</b>	<b>437,869</b>	<b>446,626</b>	<b>455,559</b>	<b>464,670</b>	<b>473,963</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	31,473	32,101	32,743	33,398	34,066	2.0%
Retirement	73,241	74,706	76,200	77,724	79,278	2.0%
Life And Health Insurance	37,237	39,471	41,839	44,350	47,011	6.0%
<b>Total Benefits</b>	<b>141,951</b>	<b>146,278</b>	<b>150,783</b>	<b>155,472</b>	<b>160,355</b>	<b>3.1%</b>
<b>Total Compensation</b>	<b>579,820</b>	<b>592,905</b>	<b>606,342</b>	<b>620,142</b>	<b>634,319</b>	<b>2.3%</b>
<b>Operating Expense</b>						
Travel & Per Diem	3,000	3,000	3,000	3,000	3,000	0.0%
Postage & Freight	500	500	500	500	500	0.0%
Office Supplies	5,000	5,100	5,202	5,306	5,412	2.0%
Pubs/Subscriptions/Memberships	6,011	6,131	6,254	6,379	6,506	2.0%
<b>Total Operating Expense</b>	<b>14,511</b>	<b>14,731</b>	<b>14,956</b>	<b>15,185</b>	<b>15,419</b>	<b>1.5%</b>
<b>Capital</b>						
Furniture & Fixtures	-	-	-	-	-	0.0%
Computer	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>594,331</b>	<b>607,636</b>	<b>621,298</b>	<b>635,327</b>	<b>649,738</b>	<b>2.3%</b>

# General Fund Non-Department





## GENERAL FUND – NON-DEPARTMENT

**Mission** – This division is an administrative division used to record charges related to all General Fund divisions. Charges include public information services, rental storage space for City records, General Fund employees receiving payment for excessive accumulated earned leave time, payments related to red light camera services, General Fund contingency to offset revenue shortfalls and/or unexpected significant expenditures and transfers to other funds for services received by the General Fund.

**Goal** – N/A – This is an administrative division with very limited operational responsibilities



**Non-Department**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Operating Expense</b>						
Other Professional Services	95,000	96,900	98,838	100,815	102,831	2.0%
Electric Gas Water	145,000	146,550	148,119	149,706	151,312	1.1%
Rentals & Leases	36,451	37,180	37,923	38,682	39,455	2.0%
Auto Lease/Purchase	-	55,744	107,938	131,032	75,815	NA
<b>Total Operating Expense</b>	<b>276,451</b>	<b>336,374</b>	<b>392,818</b>	<b>420,234</b>	<b>369,414</b>	<b>7.5%</b>
<b>Other Uses</b>						
Sick Annual Leave Reserve	50,000	50,000	50,000	50,000	50,000	0.0%
State -RLC Fees - Current Year	1,060,028	1,081,229	1,102,853	1,124,910	1,147,408	2.0%
State -RLC Fees - Prior Years	-	-	-	-	-	0.0%
Red Light Camera Service (ATS)	386,400	394,128	402,011	410,051	418,252	2.0%
Tax Payments	1,000	1,000	1,000	1,000	1,000	0.0%
<b>Total Other Uses</b>	<b>1,497,428</b>	<b>1,526,357</b>	<b>1,555,864</b>	<b>1,585,961</b>	<b>1,616,660</b>	<b>1.9%</b>
<b>Contingency</b>						
Contingency	1,474,178	50,000	50,000	50,000	50,000	-57.1%
Emergency Contingency	-	50,000	50,000	50,000	50,000	NA
General Fund Reserve	-	500,000	500,000	500,000	500,000	NA
Working Capital Reserve	-	500,000	500,000	500,000	500,000	NA
<b>Total Contingency</b>	<b>1,474,178</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>-7.1%</b>
<b>Total Expense Ex Transfer Out</b>	<b>3,248,057</b>	<b>2,962,730</b>	<b>3,048,681</b>	<b>3,106,195</b>	<b>3,086,074</b>	<b>-1.3%</b>
<b>Transfer Out</b>						
Information Tech Charges	588,889	756,818	621,452	633,208	650,584	2.5%
Internal Svc. Charges - Risk Management	2,144,776	2,235,748	2,338,997	2,448,371	2,563,207	4.6%
Transfer Out - Safe Neigh CIP	-	250,000	250,000	250,000	250,000	NA
Transfer Out - Town Center	406,669	104,640	106,791	110,384	114,334	-27.2%
<b>Total Transfer Out</b>	<b>3,140,333</b>	<b>3,347,206</b>	<b>3,317,241</b>	<b>3,441,963</b>	<b>3,578,124</b>	<b>3.3%</b>
<b>Total Expense</b>	<b>6,388,390</b>	<b>6,309,937</b>	<b>6,365,922</b>	<b>6,548,159</b>	<b>6,664,198</b>	<b>1.1%</b>

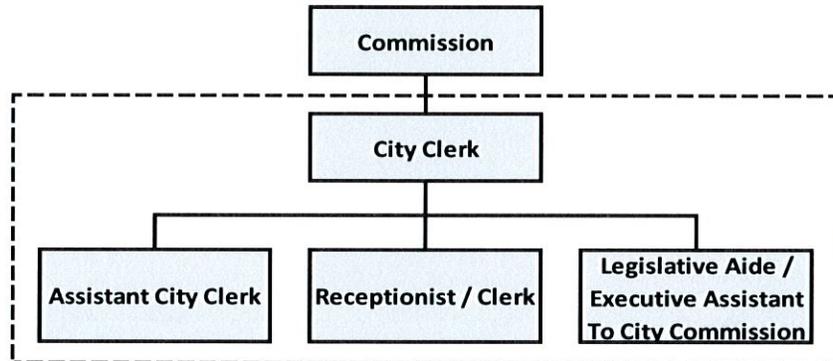
# City Clerk





## CITY CLERK

**Mission** – The mission of the City Clerk’s Office is to assist the City Commission in accomplishing the legislative process while providing quality customer service and performing administrative functions for the residents, staff, and constituents in an efficient, courteous, and professional manner.



**Goal** – To provide accurate information and maximize access to municipal government by maximizing the use of technology.



City Clerk

Account Title	FY 21 Proposed Budget	FY 22 Outlook	FY 23 Outlook	FY 24 Outlook	FY 25 Outlook	Compound Growth %
<b>Salaries</b>						
Salaries Executive	85,327	87,034	88,774	90,550	92,361	2.0%
Salaries - Regular	138,245	141,010	143,830	146,707	149,641	2.0%
<b>Total Salaries</b>	<b>223,572</b>	<b>228,043</b>	<b>232,604</b>	<b>237,256</b>	<b>242,002</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	17,103	17,445	17,794	18,150	18,513	2.0%
Retirement	37,110	37,852	38,609	39,382	40,169	2.0%
Life And Health Insurance	33,014	34,995	37,095	39,320	41,680	6.0%
<b>Total Benefits</b>	<b>87,227</b>	<b>90,293</b>	<b>93,498</b>	<b>96,852</b>	<b>100,362</b>	<b>3.6%</b>
<b>Total Compensation</b>	<b>310,799</b>	<b>318,336</b>	<b>326,103</b>	<b>334,109</b>	<b>342,364</b>	<b>2.4%</b>
<b>Operating Expense</b>						
Other Professional Services	16,000	6,120	16,242	6,367	16,495	0.8%
Travel & Per Diem	-	-	-	-	-	0.0%
Postage & Freight	1,000	1,020	1,040	1,061	1,082	2.0%
Rentals & Leases	8,472	8,641	8,814	8,990	9,170	2.0%
Legal Advertising	45,000	45,900	46,818	47,754	48,709	2.0%
Office Supplies	5,000	5,100	5,202	5,306	5,412	2.0%
Software Licensing	-	-	-	-	-	0.0%
Pubs/Subscriptions/Memberships	650	663	676	690	704	2.0%
Education	2,500	-	-	-	-	-100.0%
<b>Total Operating Expense</b>	<b>78,622</b>	<b>67,444</b>	<b>78,793</b>	<b>70,169</b>	<b>81,572</b>	<b>0.9%</b>
<b>Capital</b>						
Computer Equipment	2,500	-	-	-	-	-100.0%
<b>Total Capital</b>	<b>2,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Total Expense</b>	<b>391,921</b>	<b>385,781</b>	<b>404,896</b>	<b>404,278</b>	<b>423,936</b>	<b>2.0%</b>

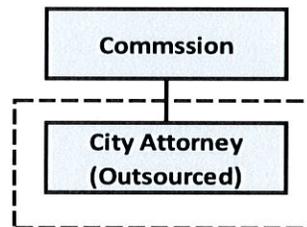
# City Attorney





## CITY ATTORNEY

**Mission** – To provide legal guidance to the City Commission and City Manager on all issues having legal implications, both prospectively and retroactively. Prepares all resolutions and ordinances, ensuring legal correctness. Reviews all contracts for adherence to procurement requirements and equitableness of terms. Represents the City in all litigation. Participates in all public hearings and union negotiations. Provides legal guidance as issues arise.





**City Attorney**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Operating Expense</b>						
Other Professional Services	400,000	400,000	400,000	400,000	400,000	0.0%
City Attorney Fees	192,000	192,000	192,000	192,000	192,000	0.0%
Settlement Fees	53,000	53,000	53,000	53,000	53,000	0.0%
<b>Total Operating Expense</b>	<b>645,000</b>	<b>645,000</b>	<b>645,000</b>	<b>645,000</b>	<b>645,000</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>645,000</b>	<b>645,000</b>	<b>645,000</b>	<b>645,000</b>	<b>645,000</b>	<b>0.0%</b>

# Human Resources





## HUMAN RESOURCES

**Mission** - Support the goals and vision of the City of Opa-locka by providing services that promote a work environment that is characterized by fair treatment of staff, innovation, personal accountability, trust and mutual respect to enhance the services provided to the residents of Opa-locka.



**Goal** – A workplace that results in the successful recruitment, employment and retention of a diverse, well-qualified, motivated, engaged, fairly compensated, service-oriented workforce to serve the community.



**Human Resources**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	77,296	78,842	80,419	82,027	83,668	2.0%
Salaries - Regular	31,320	31,946	32,585	33,237	33,902	2.0%
<b>Total Salaries</b>	<b>108,616</b>	<b>110,788</b>	<b>113,004</b>	<b>115,264</b>	<b>117,569</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	8,309	8,475	8,645	8,818	8,994	2.0%
Retirement	10,862	11,079	11,300	11,526	11,757	2.0%
Life And Health Insurance	14,763	15,649	16,588	17,583	18,639	6.0%
<b>Total Benefits</b>	<b>33,934</b>	<b>35,203</b>	<b>36,533</b>	<b>37,928</b>	<b>39,390</b>	<b>3.8%</b>
<b>Total Compensation</b>	<b>142,550</b>	<b>145,992</b>	<b>149,538</b>	<b>153,192</b>	<b>156,959</b>	<b>2.4%</b>
<b>Operating Expense</b>						
Employee Physicals	5,000	5,100	5,202	5,306	5,412	2.0%
Other Contracted Services	23,000	23,460	23,929	24,408	24,896	2.0%
Employee Recognition	1,200	1,224	1,248	1,273	1,299	2.0%
Postage	200	204	208	212	216	2.0%
Rentals & Leases	11,394	11,622	11,855	12,092	12,333	2.0%
Office Supplies	2,300	2,346	2,393	2,441	2,490	2.0%
Pubs/Subs/Membership	1,557	1,588	1,620	1,652	1,685	2.0%
Employee Training	5,000	5,100	5,202	5,306	5,412	2.0%
Advertising	2,500	2,550	2,601	2,653	2,706	2.0%
<b>Total Operating Expense</b>	<b>52,151</b>	<b>53,194</b>	<b>54,258</b>	<b>55,343</b>	<b>56,450</b>	<b>2.0%</b>
<b>Capital</b>						
Computer	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>194,701</b>	<b>199,186</b>	<b>203,796</b>	<b>208,535</b>	<b>213,409</b>	<b>2.3%</b>

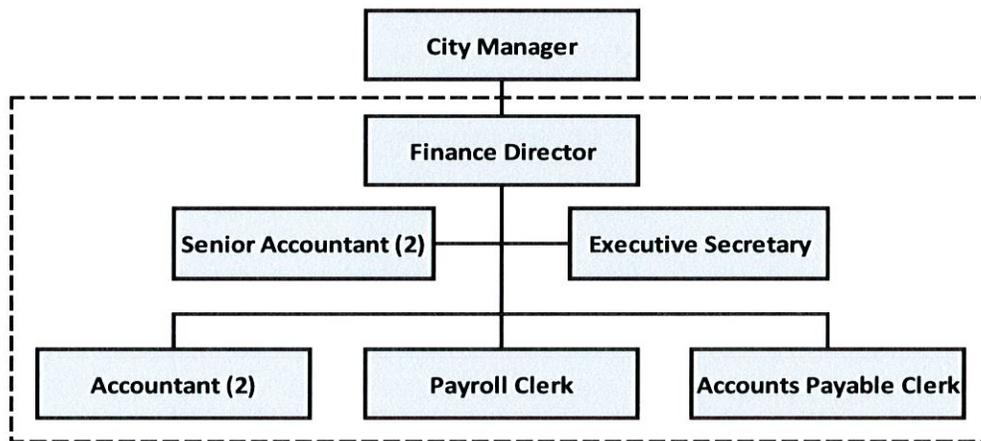
# Finance





## Finance

**Mission:** The Finance Department’s mission is to provide competent and comprehensive financial services for the City Administration to enable all departments to work in the best interest of the community. The Department manages the City’s public funds and financial resources in the most cost-effective and efficient manner. The Department is responsible for accounts payable, accounts receivable, general ledger, cash management, and providing debt information to the public, decision makers and to City management. The department is also responsible for the preparation of routine accounting reports as well as preparing the City’s annual financial statement. The Department is also responsible for safeguarding the City’s assets through appropriate controls.



**Goal:** To provide a very high standard of accountability and transparent comprehensive financial services to City staff, the public, bond rating and governmental agencies while safeguarding the City’s financial assets and physical assets through appropriate controls by the end of FY 21.



Finance

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	115,442	117,751	120,106	122,508	124,958	2.0%
Salaries - Regular	382,467	390,116	397,919	405,877	413,995	2.0%
<b>Total Salaries</b>	<b>497,909</b>	<b>507,867</b>	<b>518,025</b>	<b>528,385</b>	<b>538,953</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	38,090	38,852	39,629	40,421	41,230	2.0%
Retirement	49,791	50,787	51,802	52,839	53,895	2.0%
Life And Health Insurance	54,548	57,821	61,290	64,967	68,865	6.0%
<b>Total Benefits</b>	<b>142,429</b>	<b>147,459</b>	<b>152,721</b>	<b>158,227</b>	<b>163,991</b>	<b>3.6%</b>
<b>Total Compensation</b>	<b>640,338</b>	<b>655,327</b>	<b>670,746</b>	<b>686,612</b>	<b>702,943</b>	<b>2.4%</b>
<b>Operating Expense</b>						
Other Professional Services	257,500	57,150	7,803	7,959	8,118	-57.9%
Accounting & Auditing	50,000	51,000	52,020	52,020	52,020	1.0%
Postage	2,000	2,040	2,081	2,122	2,165	2.0%
Rentals & Leases	5,000	5,100	5,202	5,306	5,412	2.0%
Office Supplies	5,000	5,100	5,202	5,306	5,412	2.0%
Operating Expense	4,000	4,080	4,162	4,245	4,330	2.0%
Software Licensing	20,000	-	-	-	-	-100.0%
Pubs/Subs/Memberships	1,500	1,530	1,561	1,592	1,624	2.0%
Training	10,000	3,300	3,366	3,433	3,502	-23.1%
<b>Total Operating Expense</b>	<b>355,000</b>	<b>129,300</b>	<b>81,396</b>	<b>81,983</b>	<b>82,582</b>	<b>-30.6%</b>
<b>Capital</b>						
Computer Equipment	4,800	4,896	4,896	4,896	4,896	0.5%
<b>Total Capital</b>	<b>4,800</b>	<b>4,896</b>	<b>4,896</b>	<b>4,896</b>	<b>4,896</b>	<b>0.5%</b>
<b>Total Expense</b>	<b>1,000,138</b>	<b>789,522</b>	<b>757,038</b>	<b>773,492</b>	<b>790,422</b>	<b>-5.7%</b>

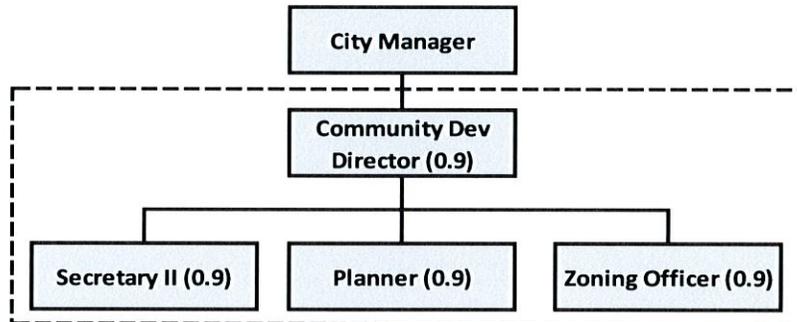
# Community Development





## COMMUNITY DEVELOPMENT

**Mission** – Establishing the direction of all growth, development and redevelopment programs within the City, including ensuring that all development conforms to these guidelines and that programs are implemented to encourage further development within the City.



**Goal** – A City of attractive and peaceful residential neighborhoods, a thriving commercial district and a downtown area that attracts residents and others for entertainment and leisure.



**Community Development**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	77,246	78,791	44,648	54,649	55,742	-7.8%
Salaries - Regular	125,030	127,531	144,535	162,168	165,411	7.2%
Salaries - Overtime	1,000	1,020	1,040	1,061	1,082	2.0%
<b>Total Salaries</b>	<b>203,276</b>	<b>207,342</b>	<b>190,223</b>	<b>217,879</b>	<b>222,236</b>	<b>2.3%</b>
<b>Benefits</b>						
FICA	15,552	15,862	14,552	16,668	17,001	2.3%
Retirement	20,328	20,734	19,022	21,788	22,224	2.3%
Life And Health Insurance	29,978	31,777	30,526	36,324	38,504	6.5%
<b>Total Benefits</b>	<b>65,858</b>	<b>68,373</b>	<b>64,100</b>	<b>74,780</b>	<b>77,729</b>	<b>4.2%</b>
<b>Total Compensation</b>	<b>269,134</b>	<b>275,714</b>	<b>254,323</b>	<b>292,659</b>	<b>299,965</b>	<b>2.7%</b>
<b>Operating Expense</b>						
Other Professional Services	2,500	2,550	2,601	2,653	2,706	2.0%
Rentals & Leases	4,399	4,487	4,576	4,668	4,761	2.0%
Printing And Binding	1,000	1,020	1,040	1,061	1,082	2.0%
Office Supplies And Expense	1,000	1,020	1,040	1,061	1,082	2.0%
Advertisements	5,000	5,100	5,202	5,306	5,412	2.0%
Pubs/Subscriptions/Memberships	750	765	780	796	812	2.0%
<b>Total Operating Expense</b>	<b>14,649</b>	<b>14,942</b>	<b>15,241</b>	<b>15,545</b>	<b>15,856</b>	<b>2.0%</b>
<b>Capital</b>						
Computer	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>283,783</b>	<b>290,656</b>	<b>269,564</b>	<b>308,204</b>	<b>315,821</b>	<b>2.7%</b>

# Building & Licenses

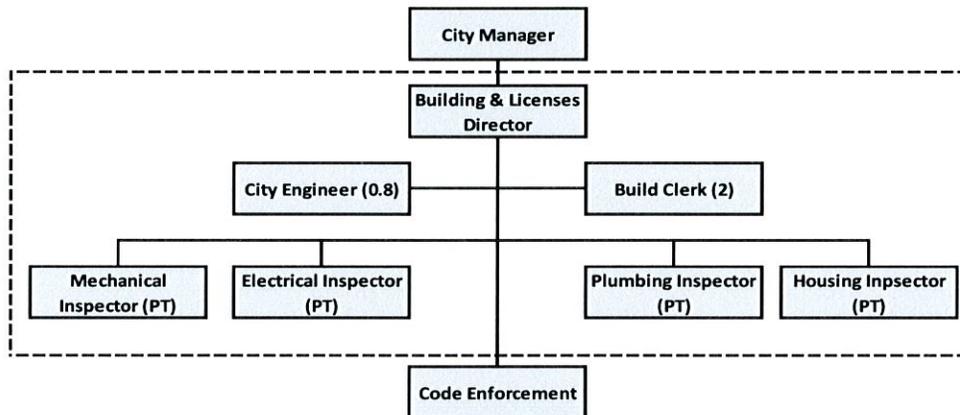




## BUILDING & LICENSES

**Mission** – Provide safe and healthy structures through the effective application of construction code standards, professional inspections and quality service, embodying courtesy, respectfulness and integrity, to the City’s citizens and contractors.

The Building and Licensing department issues occupational licenses, building, electrical, mechanical, roofing and plumbing permits and certificates of occupancy. In addition, the department enforces building and zoning codes in accordance with City and South Florida Building Code.



**Goal** – Provide Building Services in a highly automated, rigorous and effective manner resulting in well-built and resilient properties reasonably immune to adverse conditions which also benefit from the City’s continued involvement in the National Flood Insurance Program (NFIP) and Community Rating System to lessen the threat of flooding, resulting in improved insurance rates. Utilize technology to automate all aspects of permitting.



**Building & Licenses**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	155,395	158,503	161,673	164,906	168,205	2.0%
Salaries - Regular	68,069	69,430	70,819	72,235	73,680	2.0%
Salaries - Part Time	88,484	90,254	92,059	93,900	95,778	2.0%
<b>Total Salaries</b>	<b>311,948</b>	<b>318,187</b>	<b>324,551</b>	<b>331,042</b>	<b>337,663</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	23,862	24,341	24,828	25,325	25,831	2.0%
Retirement	31,195	31,819	32,455	33,104	33,766	2.0%
Life And Health Insurance	21,236	22,510	23,861	25,293	26,810	6.0%
<b>Total Benefits</b>	<b>76,293</b>	<b>78,670</b>	<b>81,144</b>	<b>83,722</b>	<b>86,408</b>	<b>3.2%</b>
<b>Total Compensation</b>	<b>388,241</b>	<b>396,857</b>	<b>405,695</b>	<b>414,763</b>	<b>424,070</b>	<b>2.2%</b>
<b>Operating Expense</b>						
Other Professional Services	17,000	17,340	17,687	18,041	18,401	2.0%
Postage	3,640	3,713	3,787	3,863	3,940	2.0%
Rentals & Leases	2,244	2,289	2,335	2,382	2,429	2.0%
Printing & Binding	2,000	2,040	2,081	2,122	2,165	2.0%
Office Supplies	2,000	2,040	2,081	2,122	2,165	2.0%
Pubs/Subs/Memberships	700	714	728	743	758	2.0%
Educational Costs	3,500	3,570	3,641	3,714	3,789	2.0%
<b>Total Operating Expense</b>	<b>31,084</b>	<b>31,706</b>	<b>32,340</b>	<b>32,987</b>	<b>33,646</b>	<b>2.0%</b>
<b>Capital</b>						
Computer Equipment	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>419,325</b>	<b>428,563</b>	<b>438,035</b>	<b>447,750</b>	<b>457,717</b>	<b>2.2%</b>

# Police Total Department





**Police Dept - Total**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Compensation</b>						
Salaries	3,282,025	3,543,582	3,615,399	3,684,244	3,750,504	3.4%
Benefits	1,364,073	1,498,252	1,545,333	1,592,950	1,641,317	4.7%
<b>Total Compensation</b>	<b>4,646,098</b>	<b>5,041,833</b>	<b>5,160,732</b>	<b>5,277,194</b>	<b>5,391,821</b>	<b>3.8%</b>
Operating Expense	324,243	366,477	371,883	377,438	383,144	4.3%
<b>Total Expense</b>	<b>4,970,342</b>	<b>5,408,310</b>	<b>5,532,615</b>	<b>5,654,632</b>	<b>5,774,965</b>	<b>3.8%</b>
<b>Divisions</b>						
Chief	514,678	522,424	533,989	545,853	558,024	2.0%
Administration	567,179	577,068	591,485	606,323	621,597	2.3%
Criminal Investigation	468,451	539,000	552,154	565,178	578,757	5.4%
Patrol	3,420,033	3,769,818	3,854,987	3,937,278	4,016,587	4.1%
<b>Total Expense</b>	<b>4,970,342</b>	<b>5,408,310</b>	<b>5,532,615</b>	<b>5,654,632</b>	<b>5,774,965</b>	<b>3.8%</b>

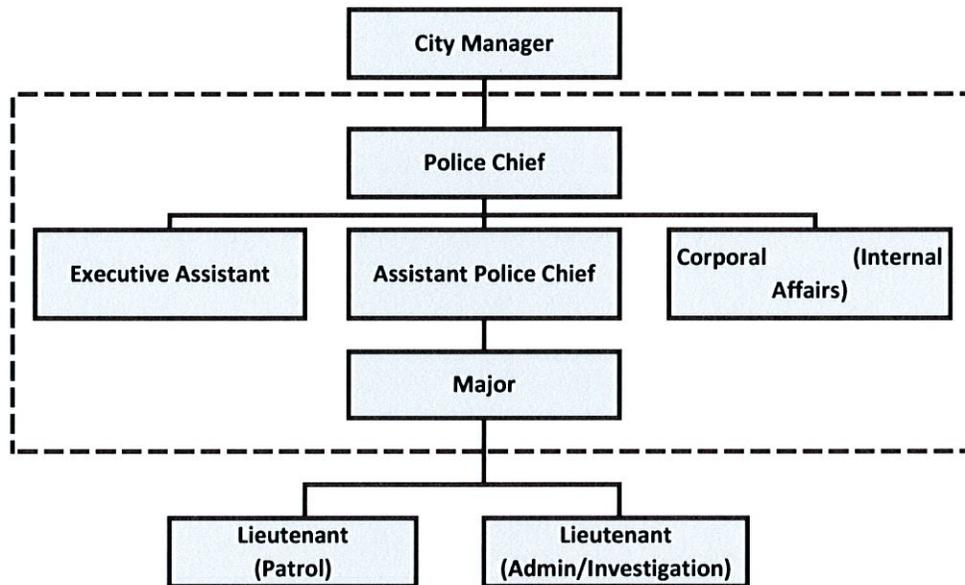
# Police Chief





## POLICE - CHIEF

**Mission** – Provide overall leadership and supervision of the City’s Police Department to maximize community safety, tranquility and adherence to and respect for the laws of the City



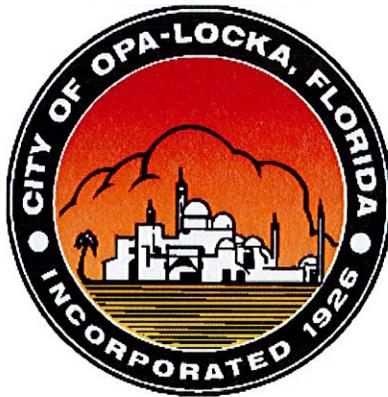
**Goal** – Provide a cost-effective, well-organized, well-trained, motivated and engaged department to create a peaceful, safe and law-abiding community reflecting mutual respect and cooperation between the community and the department.



**Police - Chief**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries Executive	323,239	329,704	336,298	343,024	349,884	2.0%
Salaries Regular	46,518	47,448	48,397	49,365	50,353	2.0%
<b>Total Salaries</b>	<b>369,757</b>	<b>377,152</b>	<b>384,695</b>	<b>392,389</b>	<b>400,237</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	28,287	28,852	29,429	30,018	30,618	2.0%
Retirement	83,684	85,357	87,065	88,806	90,582	2.0%
Life And Health Insurance	26,331	27,910	29,585	31,360	33,242	6.0%
<b>Total Benefits</b>	<b>138,301</b>	<b>142,120</b>	<b>146,079</b>	<b>150,184</b>	<b>154,442</b>	<b>2.8%</b>
<b>Total Compensation</b>	<b>508,058</b>	<b>519,272</b>	<b>530,774</b>	<b>542,573</b>	<b>554,679</b>	<b>2.2%</b>
<b>Operating Expense</b>						
Clothing & Uniform Expense	900	918	936	955	974	2.0%
Pubs/Subs/Memberships	720	734	749	764	779	2.0%
Educational Costs	5,000	1,500	1,530	1,561	1,592	-24.9%
<b>Total Operating Expense</b>	<b>6,620</b>	<b>3,152</b>	<b>3,215</b>	<b>3,280</b>	<b>3,345</b>	<b>-15.7%</b>
<b>Total Expense Ex Transfer Out</b>	<b>514,678</b>	<b>522,424</b>	<b>533,989</b>	<b>545,853</b>	<b>558,024</b>	<b>2.0%</b>

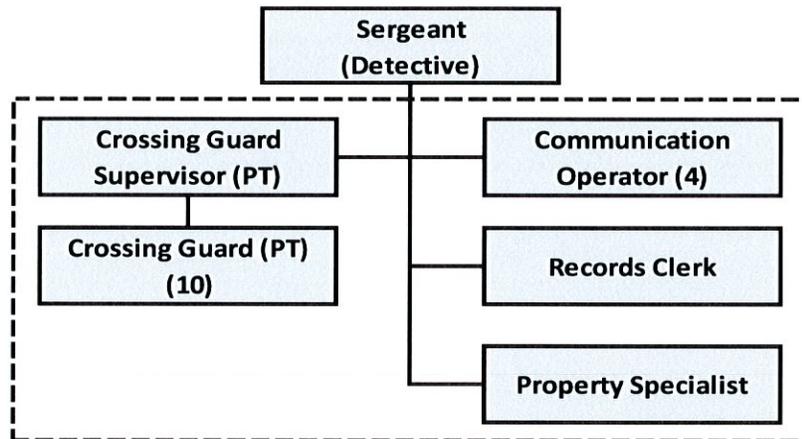
# Police Administration





## POLICE - ADMINISTRATION

**Mission** – Oversee the daily internal operation of the Police Department, including managing ancillary activities which include dispatch communications, school guards, property and evidence management, and records management.



**Goal** – Satisfy all administrative requirements of the Police Department in a very timely manner, maximizing the use of cost-effective technology to enhance responsiveness. Utilize technology to upgrade all procedures.



**Police - Administration**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Regular	212,974	217,233	221,578	226,010	230,530	2.0%
Salaries - Part Time	101,714	103,748	105,823	107,940	110,099	2.0%
Salaries - Overtime	1,000	1,020	1,040	1,061	1,082	2.0%
<b>Total Salaries</b>	<b>315,688</b>	<b>322,002</b>	<b>328,442</b>	<b>335,011</b>	<b>341,711</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	24,156	24,633	25,126	25,628	26,141	2.0%
Retirement	31,569	32,200	32,844	33,501	34,171	2.0%
Life And Health Insurance	35,633	38,709	41,031	43,493	46,103	6.7%
<b>Total Benefits</b>	<b>91,358</b>	<b>95,542</b>	<b>99,001</b>	<b>102,623</b>	<b>106,415</b>	<b>3.9%</b>
<b>Total Compensation</b>	<b>407,046</b>	<b>417,544</b>	<b>427,443</b>	<b>437,633</b>	<b>448,126</b>	<b>2.4%</b>
<b>Operating Expense</b>						
Other Professional Services	1,600	1,632	1,665	1,698	1,732	2.0%
Other Contracted Services	5,012	5,112	5,214	5,319	5,425	2.0%
Rentals & Leases	10,180	10,384	10,592	10,803	11,019	2.0%
Office Supplies	8,000	8,160	8,323	8,490	8,659	2.0%
Clothing & Uniform Expense	1,500	1,530	1,561	1,592	1,624	2.0%
Software Maintenance	128,841	132,706	136,687	140,788	145,012	3.0%
Educational Costs	5,000	-	-	-	-	-100.0%
<b>Total Operating Expense</b>	<b>160,133</b>	<b>159,524</b>	<b>164,042</b>	<b>168,690</b>	<b>173,471</b>	<b>2.0%</b>
<b>Capital</b>						
Computer Equipment	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>567,179</b>	<b>577,068</b>	<b>591,485</b>	<b>606,323</b>	<b>621,597</b>	<b>2.3%</b>

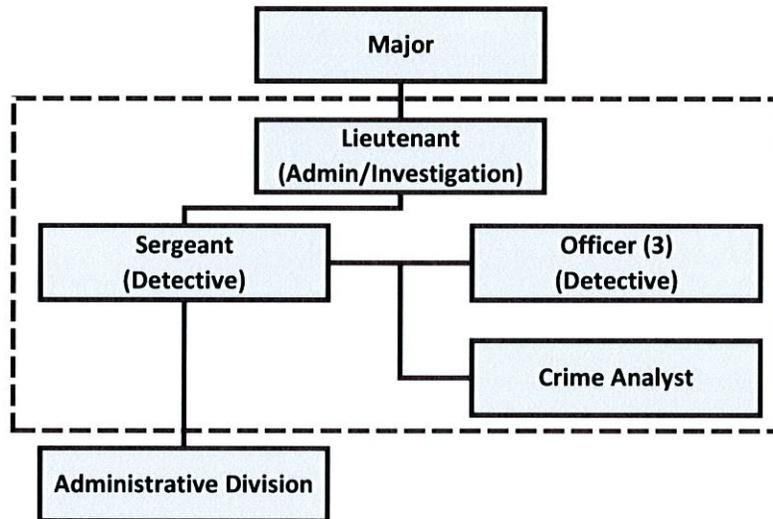
# Police Criminal Investigation





## POLICE – CRIMINAL INVESTIGATIVE DIVISION

**Mission** – Follow up on all criminal incidents to make a factual determination of what has occurred and to compile comprehensive evidence in regard to each incident sufficient to result in the apprehension and conviction of the perpetrators.



**Goal** – 100% crime clearance rate with timely and effective investigation resulting in development of relevant evidence supporting effective prosecution.



**Police - CID**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries Regular	310,010	356,322	363,651	371,269	379,188	5.2%
Salaries - Overtime	20,000	20,400	20,808	21,224	21,649	2.0%
Longevity	3,000	3,500	4,000	4,000	4,000	7.5%
<b>Total Salaries</b>	<b>333,010</b>	<b>380,222</b>	<b>388,459</b>	<b>396,493</b>	<b>404,837</b>	<b>5.0%</b>
<b>Benefits</b>						
FICA	25,475	29,087	29,717	30,332	30,970	5.0%
Retirement	75,365	86,787	88,677	90,516	92,427	5.2%
Life And Health Insurance	30,252	38,467	40,775	43,222	45,815	10.9%
<b>Total Benefits</b>	<b>131,091</b>	<b>154,341</b>	<b>159,170</b>	<b>164,069</b>	<b>169,212</b>	<b>6.6%</b>
<b>Total Compensation</b>	<b>464,101</b>	<b>534,563</b>	<b>547,629</b>	<b>560,562</b>	<b>574,049</b>	<b>5.5%</b>
<b>Operating Expense</b>						
Clothing & Uniform Expense	2,850	2,907	2,965	3,024	3,085	2.0%
Special Supplies	1,500	1,530	1,561	1,592	1,624	2.0%
<b>Total Operating Expense</b>	<b>4,350</b>	<b>4,437</b>	<b>4,526</b>	<b>4,616</b>	<b>4,709</b>	<b>2.0%</b>
<b>Total Expense Ex Transfer Out</b>	<b>468,451</b>	<b>539,000</b>	<b>552,154</b>	<b>565,178</b>	<b>578,757</b>	<b>5.4%</b>

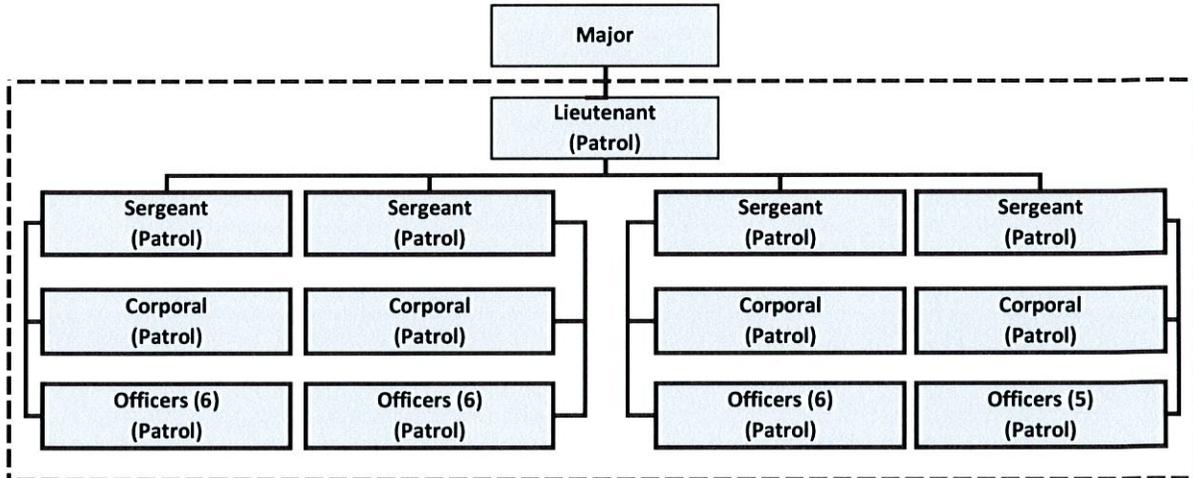
# Police Patrol





## POLICE - PATROL

**Mission** – The primary and ongoing police presence in the community to suppress criminal and other unlawful activity, to conduct effective community policing and to timely, effectively and professionally respond to all calls for service, both for assistance and in response to criminal events.



**Goal** – A safe, peaceful, law-abiding community with mutual respect and cooperation shown between the Police Department and the community



**Police - Patrol**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries Regular	2,148,070	2,338,506	2,378,869	2,421,148	2,459,213	3.4%
Salaries - Overtime	85,000	86,700	88,434	90,203	92,007	2.0%
Longevity	30,500	39,000	46,500	49,000	52,500	14.5%
<b>Total Salaries</b>	<b>2,263,570</b>	<b>2,464,206</b>	<b>2,513,803</b>	<b>2,560,351</b>	<b>2,603,719</b>	<b>3.6%</b>
<b>Benefits</b>						
FICA	173,164	188,512	192,306	195,867	199,185	3.6%
Retirement	553,443	602,498	614,625	626,006	636,609	3.6%
Life And Health Insurance	276,717	315,239	334,153	354,202	375,454	7.9%
<b>Total Benefits</b>	<b>1,003,323</b>	<b>1,106,249</b>	<b>1,141,084</b>	<b>1,176,075</b>	<b>1,211,248</b>	<b>4.8%</b>
<b>Total Compensation</b>	<b>3,266,893</b>	<b>3,570,455</b>	<b>3,654,886</b>	<b>3,736,426</b>	<b>3,814,968</b>	<b>4.0%</b>
<b>Operating Expense</b>						
Operating Expense	17,100	17,442	17,791	18,147	18,510	2.0%
Clothing & Uniform Expense	19,040	19,421	19,809	20,205	20,610	2.0%
Educational Costs	6,500	6,500	6,500	6,500	6,500	0.0%
Auto Lease/Purchase	110,500	156,000	156,000	156,000	156,000	9.0%
<b>Total Operating Expense</b>	<b>153,140</b>	<b>199,363</b>	<b>200,100</b>	<b>200,852</b>	<b>201,619</b>	<b>7.1%</b>
<b>Capital</b>						
Public Safety Equipment	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>3,420,033</b>	<b>3,769,818</b>	<b>3,854,987</b>	<b>3,937,278</b>	<b>4,016,587</b>	<b>4.1%</b>

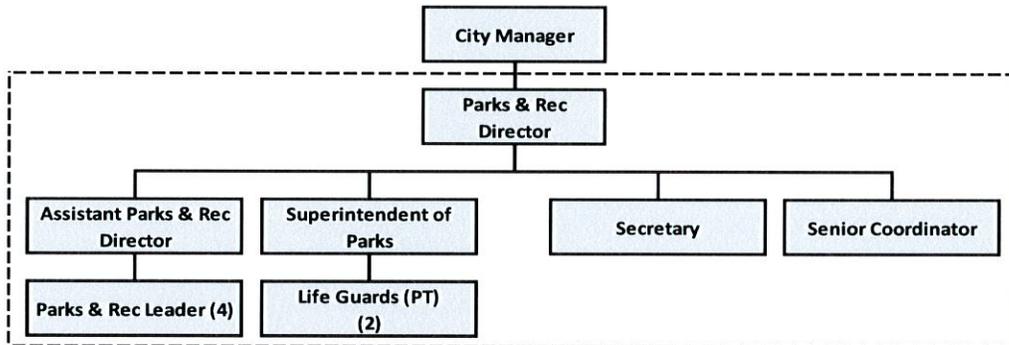
# Parks & Recreation





## PARKS & RECREATION

**Mission** – Enhancing the quality of life for the residents and visitors by providing outstanding sports, recreation and cultural arts facilities, program and parks that protect the environment, contribute to the economic and social vitality of the community and foster healthy lifestyles, creativity and cultural diversity.



**Goal** – A major upgrade in recreation programs to provide a wide range of innovative, creative and interesting programs that address the many current diverse interests of the community and provides opportunities for residents to develop new interests in activities to which they had previously not been exposed. Also a major investment in parks facilities to create a first rate parks system that attracts the community to its use by providing healthy, relaxing and enjoyable opportunities to be outdoors for all.



**Parks & Recreation**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth Rate
<b>Salaries</b>						
Salaries - Executive	70,574	71,985	73,425	74,894	76,392	2.0%
Salaries - Regular	285,874	291,591	328,749	335,324	342,030	4.6%
Salaries - Part Time	8,422	8,590	8,762	8,937	9,116	2.0%
Salaries - Overtime	1,000	1,020	1,040	1,061	1,082	2.0%
<b>Total Salaries</b>	<b>365,870</b>	<b>373,187</b>	<b>411,977</b>	<b>420,216</b>	<b>428,620</b>	<b>4.0%</b>
<b>Benefits</b>						
FICA	27,992	28,549	31,516	32,147	32,789	4.0%
Retirement	36,587	37,319	41,198	42,022	42,862	4.0%
Life And Health Insurance	54,941	58,237	68,379	72,482	76,830	8.7%
<b>Total Benefits</b>	<b>119,520</b>	<b>124,105</b>	<b>141,093</b>	<b>146,650</b>	<b>152,482</b>	<b>6.3%</b>
<b>Total Compensation</b>	<b>485,390</b>	<b>497,292</b>	<b>553,069</b>	<b>566,866</b>	<b>581,102</b>	<b>4.6%</b>
<b>Operating Expense</b>						
Other Contracted Services	150,000	-	-	-	-	-100.0%
Special Events	21,000	21,420	21,848	22,285	22,731	2.0%
Rentals & Leases	2,344	2,391	2,439	2,488	2,537	2.0%
Grounds Maintenance	-	80,000	81,600	83,232	84,897	NA
Pool Maintenance	13,500	13,770	14,045	14,326	14,613	2.0%
Recreation Progrms	5,000	5,100	5,202	5,306	5,412	2.0%
Recreational Activities	12,400	12,648	12,901	13,159	13,422	2.0%
Office Supplies	7,000	2,040	2,081	2,122	2,165	-25.4%
Uniforms	700	714	728	743	758	2.0%
Elderly Services	14,508	14,798	15,094	15,396	15,704	2.0%
Summer Camp Program	10,000	10,200	10,404	10,612	10,824	2.0%
Sports Officials Fees	2,000	7,022	7,162	7,306	7,452	38.9%
<b>Total Operating Expense</b>	<b>238,452</b>	<b>170,103</b>	<b>173,505</b>	<b>176,975</b>	<b>180,515</b>	<b>-6.7%</b>
<b>Capital</b>						
Machinery & Equipment	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>723,842</b>	<b>667,395</b>	<b>726,575</b>	<b>743,841</b>	<b>761,617</b>	<b>1.3%</b>

# Code Enforcement

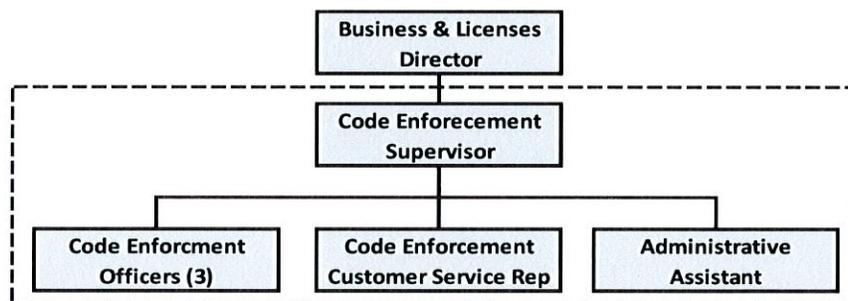




## CODE ENFORCEMENT

**Mission** – Monitor the City to ensure adherence to the City’s Code of Ordinances to maintain and enhance the City’s health, safety, aesthetics and quality of life the education, counseling, and as necessary, enforcement through citations and fines to obtain compliance with the City’ Code, demonstrating professionalism, courtesy, respect and integrity.

The primary objective of the Code Enforcement Department is to patrol the City on a daily basis to monitor for Code compliance. Where violations are noted, ample time is provided to bring the property into compliance. The Department’s goal is to encourage voluntary compliance. However, when not corrected timely or where violations are deemed to be threats to health and safety, egregious or unnecessarily repetitive, immediate fines are assessed. The Department also outreaches to the community to educate them on the importance of adhering to the City’s Code.



**Goal** – A city where all housing complies with City Code, illegal dumping and parking are eliminated and all businesses obtain Business Tax Receipts licenses.



**Code Enforcement**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	-	-	-	-	-	0.0%
Salaries - Regular	248,117	253,079	258,141	263,304	268,570	2.0%
Salaries - Overtime	929	948	967	986	1,006	2.0%
<b>Total Salaries</b>	<b>249,046</b>	<b>254,027</b>	<b>259,107</b>	<b>264,290</b>	<b>269,575</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	19,052	19,433	19,822	20,218	20,623	2.0%
Retirement	24,905	25,403	25,911	26,429	26,958	2.0%
Life And Health Insurance	36,378	38,560	40,874	43,327	45,926	6.0%
<b>Total Benefits</b>	<b>80,334</b>	<b>83,396</b>	<b>86,607</b>	<b>89,974</b>	<b>93,506</b>	<b>3.9%</b>
<b>Total Compensation</b>	<b>329,380</b>	<b>337,423</b>	<b>345,714</b>	<b>354,263</b>	<b>363,082</b>	<b>2.5%</b>
<b>Operating Expense</b>						
Other Professional Services	6,000	6,120	6,242	6,367	6,495	2.0%
Postage	-	10,000	10,200	10,404	10,612	NA
Office Supplies	2,000	2,040	2,081	2,122	2,165	2.0%
Clothing & Uniform Expense	3,200	612	624	637	649	-32.9%
<b>Total Operating Expense</b>	<b>11,200</b>	<b>18,772</b>	<b>19,147</b>	<b>19,530</b>	<b>19,921</b>	<b>15.5%</b>
<b>Capital</b>						
Computer Equipment	17,000	-	-	-	-	-100.0%
<b>Total Capital</b>	<b>17,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Total Expense</b>	<b>357,580</b>	<b>356,195</b>	<b>364,861</b>	<b>373,794</b>	<b>383,003</b>	<b>1.7%</b>

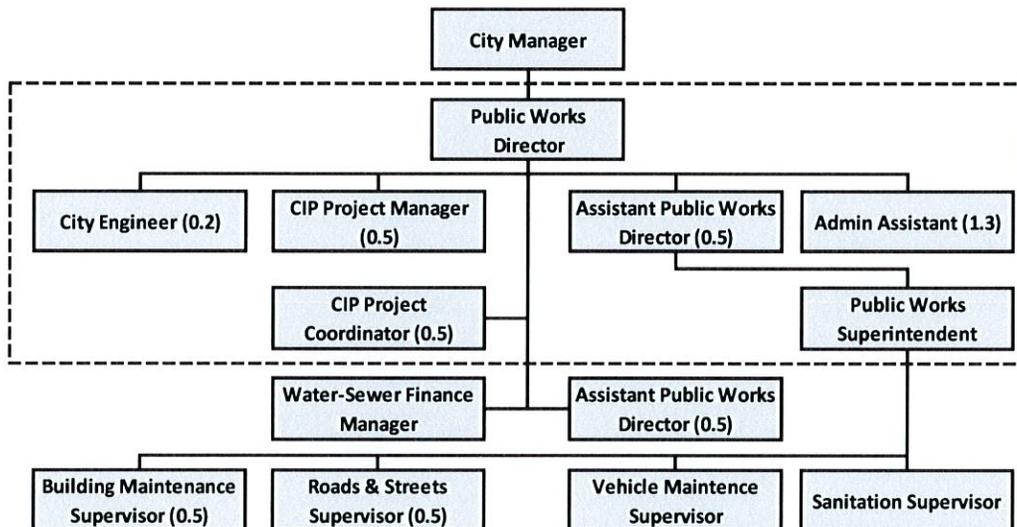
# Public Works Administration





### PUBLIC WORKS - ADMINISTRATION

**Mission** – Coordinate the activities of four Public Works divisions and six Public Utilities divisions to ensure continuing cost-effective and customer-focused services in addressing City priorities in a quality and responsive manner. Serve as the primary point of contact in working with Broward County water and sewer services to ensure coordination and agreement in the manner in which the County provides and charges for water and sewer service for the City and bills the majority of the City’s utility customers. Ensures the City’s capital improvement program (CIP) is focused on City priorities and that projects which are undertaken maximize the value received for the City resources expended through the exercise of excellent project management skills to complete all projects on schedule and within budget. Responsible for identifying loan and grant opportunities to leverage City investment in capital projects.



**Goal** – A City served by excellent, cost-effective, customer service-oriented Public Works and Public Utilities services and supported by a City infrastructure system that adequately meets the community’s utility and transportation needs. Additional goals indicated in the Public Works, Public Utilities and CIP division sections.



**Public Works - Admin**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	68,964	70,343	71,750	73,185	74,649	2.0%
Salaries - Regular	179,291	234,072	238,753	243,528	248,399	8.5%
Salaries - Overtime	-	-	-	-	-	-
<b>Total Salaries</b>	<b>248,255</b>	<b>304,415</b>	<b>310,503</b>	<b>316,713</b>	<b>323,048</b>	<b>6.8%</b>
<b>Benefits</b>						
FICA	18,992	23,288	23,753	24,229	24,713	6.8%
Retirement	24,826	30,441	31,050	31,671	32,305	6.8%
Life And Health Insurance	26,172	32,565	34,519	36,590	38,786	10.3%
<b>Total Benefits</b>	<b>69,990</b>	<b>86,294</b>	<b>89,323</b>	<b>92,490</b>	<b>95,804</b>	<b>8.2%</b>
<b>Total Compensation</b>	<b>318,245</b>	<b>390,709</b>	<b>399,826</b>	<b>409,203</b>	<b>418,851</b>	<b>7.1%</b>
<b>Operating Expense</b>						
Other Professional Services	600	612	624	637	649	2.0%
Other Contracted Services	624	636	649	662	675	2.0%
Rentals & Leases	4,999	5,099	5,201	5,305	5,411	2.0%
Office Supplies	2,000	2,040	2,081	2,122	2,165	2.0%
<b>Total Operating Expense</b>	<b>8,223</b>	<b>8,387</b>	<b>8,555</b>	<b>8,726</b>	<b>8,901</b>	<b>2.0%</b>
<b>Capital</b>						
Computers	6,600	-	-	-	-	-100.0%
<b>Total Capital</b>	<b>6,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Total Expense</b>	<b>333,067</b>	<b>399,096</b>	<b>408,381</b>	<b>417,929</b>	<b>427,752</b>	<b>6.5%</b>

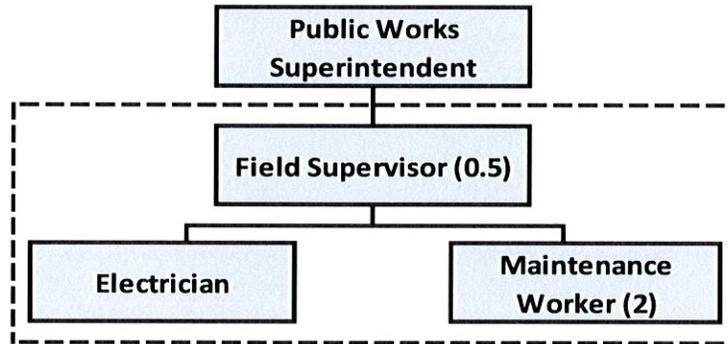
# Building Maintenance





## PUBLIC WORKS – BUILDING MAINTENANCE

**Mission** – Maintain, repair, renovate, preserve and clean all City facilities.



**Goal** – All City buildings should provide safe and comfortable working conditions and be maintained in a cost-effective manner to ensure their long-term soundness and availability.



**Public Works - Building Maintenance**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries-Regular	141,733	175,279	178,784	182,360	186,007	7.0%
Salaries - Overtime	6,000	6,120	6,242	6,367	6,495	2.0%
<b>Total Salaries</b>	<b>147,733</b>	<b>181,399</b>	<b>185,027</b>	<b>188,727</b>	<b>192,502</b>	<b>6.8%</b>
<b>Benefits</b>						
FICA	11,301	13,877	14,155	14,438	14,726	6.8%
Retirement	14,773	18,140	18,503	18,873	19,250	6.8%
Life And Health Insurance	26,644	33,065	35,049	37,152	39,381	10.3%
<b>Total Benefits</b>	<b>52,718</b>	<b>65,082</b>	<b>67,706</b>	<b>70,462</b>	<b>73,357</b>	<b>8.6%</b>
<b>Total Compensation</b>	<b>200,451</b>	<b>246,481</b>	<b>252,733</b>	<b>259,189</b>	<b>265,859</b>	<b>7.3%</b>
<b>Operating Expense</b>						
Uniform Rental/Laundry	1,560	1,591	1,623	1,655	1,689	2.0%
Building Repair & Maintenance	76,522	78,052	79,613	81,206	82,830	2.0%
Maintenance Supplies	25,000	25,500	26,010	26,530	27,061	2.0%
<b>Total Operating Expense</b>	<b>103,082</b>	<b>105,144</b>	<b>107,247</b>	<b>109,391</b>	<b>111,579</b>	<b>2.0%</b>
<b>Capital</b>						
Machinery & Equipment	3,000	-	-	-	-	-100.0%
<b>Total Capital</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Total Expense</b>	<b>306,533</b>	<b>351,624</b>	<b>359,979</b>	<b>368,581</b>	<b>377,439</b>	<b>5.3%</b>

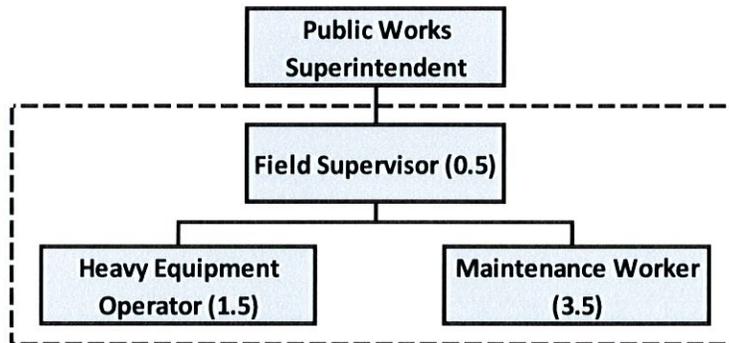
# Roads & Streets





## PUBLIC WORKS – ROADS & STREETS

**Mission** – Maintenance, repair and construction activities, including resurfacing and pothole mitigation, for all City streets, alleys and rights-of way and medians.



**Goal** – Safe, well-maintained City roadway system. Streets rated at least a “5” on average and no street rated worse than a “8” in a 1 to 10 rating system with 1 = excellent. (Long-term goal once City invests in GIS to track and rate complete inventory of City roadways)



**Public Works - Roads & Streets**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries-Regular	185,853	281,704	287,338	293,084	298,946	12.6%
Salaries - Overtime	2,000	2,040	2,081	2,122	2,165	2.0%
<b>Total Salaries</b>	<b>187,853</b>	<b>283,744</b>	<b>289,418</b>	<b>295,207</b>	<b>301,111</b>	<b>12.5%</b>
<b>Benefits</b>						
FICA	14,371	21,706	22,141	22,583	23,035	12.5%
Retirement	18,785	28,374	28,942	29,521	30,111	12.5%
<b>Life And Health Insurance</b>	<b>31,270</b>	<b>49,763</b>	<b>52,748</b>	<b>55,913</b>	<b>59,268</b>	<b>17.3%</b>
<b>Total Benefits</b>	<b>64,426</b>	<b>99,843</b>	<b>103,831</b>	<b>108,017</b>	<b>112,414</b>	<b>14.9%</b>
<b>Total Compensation</b>	<b>252,279</b>	<b>383,587</b>	<b>393,249</b>	<b>403,224</b>	<b>413,525</b>	<b>13.2%</b>
<b>Operating Expense</b>						
Other Contracted Services	196,000	199,920	203,918	207,997	212,157	2.0%
Uniform Rental/Laundry	2,496	2,546	2,597	2,649	2,702	2.0%
Electricity, Gas & Water	131,000	132,310	133,633	134,969	136,319	1.0%
Rentals & Leases	1,000	1,020	1,040	1,061	1,082	2.0%
Repairs - Machinery & Equipment	8,000	8,160	8,323	8,490	8,659	2.0%
Clothing & Uniform Expense	500	510	520	531	541	2.0%
Road Materials & Supplies	40,000	40,800	41,616	42,448	43,297	2.0%
Small Tools & Supplies	10,000	10,200	10,404	10,612	10,824	2.0%
<b>Total Operating Expense</b>	<b>388,996</b>	<b>395,466</b>	<b>402,052</b>	<b>408,757</b>	<b>415,582</b>	<b>1.7%</b>
<b>Capital</b>						
Machinery & Equipment	58,000	58,000	-	-	-	-100.0%
<b>Total Capital</b>	<b>58,000</b>	<b>58,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Total Expense</b>	<b>699,275</b>	<b>837,053</b>	<b>795,301</b>	<b>811,981</b>	<b>829,108</b>	<b>4.3%</b>

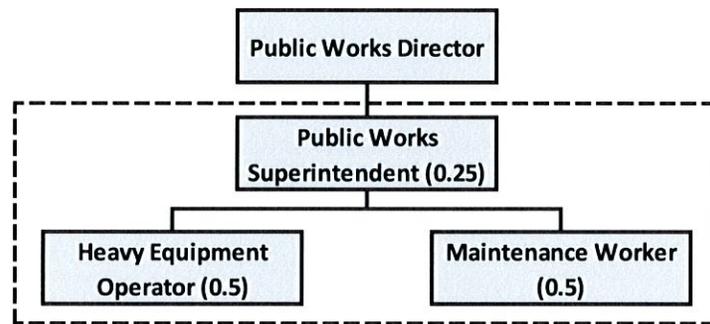
# Illegal Dumping Removal





## PUBLIC WORKS – ILLEGAL DUMPING REMOVAL

**Mission** – Eliminate illegal dumping within the City and remove all illegally dumped roadside rubbish to the extent not eliminated.



**Goal** – The elimination of all illegal dumping within the City and the focus to regularly and expeditiously remove illegal dumping until the illegal activity is eliminated.



**Public Works - Illegal Dumping Removal**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Outlook	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries-Regular	36,018	36,738	37,473	38,223	38,987	2.0%
<b>Total Salaries</b>	<b>36,018</b>	<b>36,738</b>	<b>37,473</b>	<b>38,223</b>	<b>38,987</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	2,755	2,810	2,867	2,924	2,983	2.0%
Retirement	3,602	3,674	3,747	3,822	3,899	2.0%
Life And Health Insurance	5,974	6,333	6,713	7,115	7,542	6.0%
<b>Total Benefits</b>	<b>12,331</b>	<b>12,817</b>	<b>13,327</b>	<b>13,862</b>	<b>14,423</b>	<b>4.0%</b>
<b>Total Compensation</b>	<b>48,349</b>	<b>49,555</b>	<b>50,800</b>	<b>52,084</b>	<b>53,410</b>	<b>2.5%</b>
<b>Operating Expense</b>						
Tipping Fees/Disposal Of Ill Dumping	89,537	76,106	64,690	54,987	46,739	-15.0%
<b>Total Operating Expense</b>	<b>89,537</b>	<b>76,106</b>	<b>64,690</b>	<b>54,987</b>	<b>46,739</b>	<b>-15.0%</b>
<b>Total Expense</b>	<b>137,886</b>	<b>125,662</b>	<b>115,490</b>	<b>107,071</b>	<b>100,149</b>	<b>-7.7%</b>

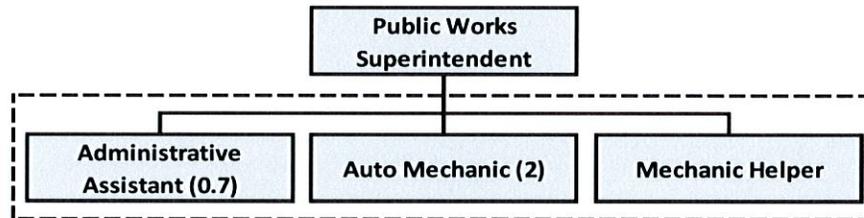
# Vehicle Maintenance





## PUBLIC WORKS – VEHICLE MAINTENANCE

**Mission** – Cost-effective maintenance service for all City vehicles and heavy equipment, assemble / modify equipment or tools and assist in repair of other ancillary equipment.



### **Goal**

Reduce need for unscheduled costly and often preventable repairs by performing scheduled preventative maintenance through implementation of tracking and scheduling procedures identifying optimum scheduling of preventative maintenance to identify issues before they become costly failures.



**Public Works - Vehicle Maintenance**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries-Regular	155,445	158,554	161,725	164,959	168,259	2.0%
<b>Total Salaries</b>	<b>155,445</b>	<b>158,554</b>	<b>161,725</b>	<b>164,959</b>	<b>168,259</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	11,892	12,129	12,372	12,619	12,872	2.0%
Retirement	15,545	15,855	16,172	16,496	16,826	2.0%
Life And Health Insurance	20,782	22,028	23,350	24,751	26,236	6.0%
<b>Total Benefits</b>	<b>48,218</b>	<b>50,013</b>	<b>51,895</b>	<b>53,866</b>	<b>55,934</b>	<b>3.8%</b>
<b>Total Compensation</b>	<b>203,663</b>	<b>208,567</b>	<b>213,620</b>	<b>218,826</b>	<b>224,192</b>	<b>2.4%</b>
<b>Operating Expense</b>						
Other Contracted Services	110,000	71,400	72,828	74,285	75,770	-8.9%
Uniform Rental/Laundry	936	955	974	993	1,013	2.0%
Rentals & Leases	500	510	520	531	541	2.0%
Gas, Oil, Grease	255,000	260,100	265,302	270,608	276,020	2.0%
Parts & Repairs	75,000	76,500	78,030	79,591	81,182	2.0%
Tires & Wheels	30,000	30,600	31,212	31,836	32,473	2.0%
Small Tools & Supplies	5,000	5,100	5,202	5,306	5,412	2.0%
<b>Total Operating Expense</b>	<b>476,436</b>	<b>445,165</b>	<b>454,068</b>	<b>463,149</b>	<b>472,412</b>	<b>-0.2%</b>
<b>Capital</b>						
Machinery & Equipment	-	-	-	-	-	0.0%
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>680,099</b>	<b>653,732</b>	<b>667,688</b>	<b>681,975</b>	<b>696,605</b>	<b>0.6%</b>

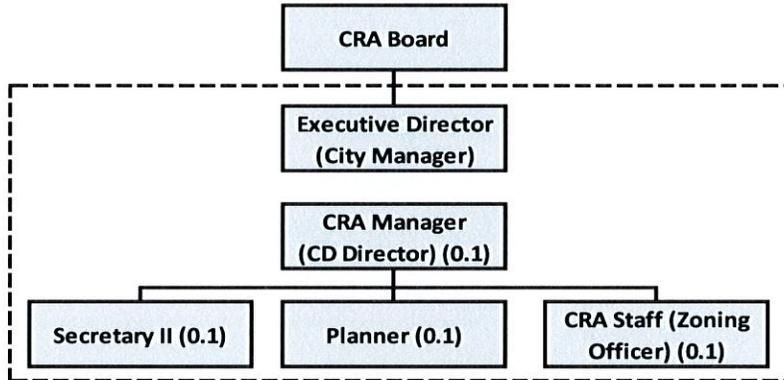
# Community Redevelopment Agency (CRA)





### COMMUNITY REDEVELOPMENT AGENCY

**Mission** – Within the area designated by the City Commission as the Community Redevelopment Area, preserve and enhance the tax base, to alleviate conditions of slum and blight, to facilitate affordable housing and to stimulate public sector participation within the redevelopment area.



**Goal** – A revitalized Community Redevelopment Area composed of attractive and peaceful residential neighborhoods, a thriving commercial district and a downtown area that attracts residents and others for entertainment and leisure.

**Plan Overview / Assumptions**

- Will move to full-time staffing with the addition of one full-time employee in FY 22 and a second full-time employee in FY 23
- Annually will complete a series of projects in accordance with the CRA plan, resulting in no increase in the CRA fund balance.
- Starting in FY 22, annually provides \$200,000 to improve park facilities.



**Community Redevelopment Agency (CRA) - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
CRA Fund Ad Valorem Tax - City	712,555	708,920	848,450	996,560	1,153,804	12.8%
CRA Fund Ad Valorem Tax - County	334,355	333,565	404,117	480,349	562,715	13.9%
<b>Total Revenue</b>	<b>1,046,910</b>	<b>1,042,485</b>	<b>1,252,567</b>	<b>1,476,909</b>	<b>1,716,519</b>	<b>13.2%</b>
<b>Expense</b>						
Salary	22,474	74,119	138,643	141,416	144,244	59.2%
Benefits	7,298	26,239	48,425	50,352	52,374	63.7%
<b>Total Compensation</b>	<b>29,772</b>	<b>100,358</b>	<b>187,068</b>	<b>191,768</b>	<b>196,619</b>	<b>60.3%</b>
Operating Expense	729,165	727,577	851,041	1,070,222	1,304,430	15.7%
Other Uses (Trust Account)	270,593	-	-	-	-	-100.0%
Capital	-	-	-	-	-	0.0%
<b>Total Expense Ex Transfer Out</b>	<b>1,029,529</b>	<b>827,935</b>	<b>1,038,109</b>	<b>1,261,989</b>	<b>1,501,049</b>	<b>9.9%</b>
Transfer Out	17,381	214,550	214,458	214,920	215,470	87.6%
<b>Total Expense</b>	<b>1,046,910</b>	<b>1,042,485</b>	<b>1,252,567</b>	<b>1,476,909</b>	<b>1,716,519</b>	<b>13.2%</b>
<b>(Use Of)/Add To Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Fund Balance - Unassigned</b>						
<b>Beginning</b>	<b>760,220</b>	<b>1,030,813</b>	<b>1,030,813</b>	<b>1,030,813</b>	<b>1,030,813</b>	<b>7.9%</b>
(Use Of)/Add To Fund Balance	-	-	-	-	-	
Trust Account Addition	270,593	-	-	-	-	
<b>Ending</b>	<b>1,030,813</b>	<b>1,030,813</b>	<b>1,030,813</b>	<b>1,030,813</b>	<b>1,030,813</b>	<b>0.0%</b>



**Community Redevelopment Agency (CRA) - Expense**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	8,583	8,755	44,648	45,541	46,452	52.5%
Salaries - Regular	13,891	65,365	93,995	95,875	97,792	62.9%
<b>Total Salaries</b>	<b>22,474</b>	<b>74,119</b>	<b>138,643</b>	<b>141,416</b>	<b>144,244</b>	<b>59.2%</b>
<b>Benefits</b>						
FICA	1,719	5,670	10,606	10,818	11,035	59.2%
Retirement	2,247	7,412	13,864	14,142	14,424	59.2%
Life And Health Insurance	3,331	13,156	23,954	25,392	26,915	68.6%
<b>Total Benefits</b>	<b>7,298</b>	<b>26,239</b>	<b>48,425</b>	<b>50,352</b>	<b>52,374</b>	<b>63.7%</b>
<b>Total Compensation</b>	<b>29,772</b>	<b>100,358</b>	<b>187,068</b>	<b>191,768</b>	<b>196,619</b>	<b>60.3%</b>
<b>Operating Expense</b>						
Other Professional Services	219,000	24,000	24,000	24,000	24,000	-42.5%
Accounting & Auditing	5,000	2,500	2,550	2,601	2,653	-14.7%
State & County Admin	5,165	5,153	6,212	7,355	8,591	13.6%
Projects	500,000	695,924	818,279	1,036,265	1,269,187	26.2%
Trust Account	270,593	-	-	-	-	-100.0%
<b>Total Operating Expense</b>	<b>999,758</b>	<b>727,577</b>	<b>851,041</b>	<b>1,070,222</b>	<b>1,304,430</b>	<b>6.9%</b>
<b>Total Expense Ex Transfer Out</b>	<b>1,029,529</b>	<b>827,935</b>	<b>1,038,109</b>	<b>1,261,989</b>	<b>1,501,049</b>	<b>9.9%</b>
<b>Transfer Out</b>						
Reimbursement - Gen Fund	5,782	5,283	5,308	5,409	5,563	-1.0%
Information Tech Charge	1,790	2,300	1,889	1,925	1,977	2.5%
Insurance Charge - Risk	5,659	5,899	6,171	6,460	6,763	4.6%
Occupany - TCO	4,150	1,068	1,090	1,126	1,167	-27.2%
Transfer To Safe Neighborhood	-	200,000	200,000	200,000	200,000	-
<b>Total Transfer Out</b>	<b>17,381</b>	<b>214,550</b>	<b>214,458</b>	<b>214,920</b>	<b>215,470</b>	<b>87.6%</b>
<b>Total Expense</b>	<b>1,046,910</b>	<b>1,042,485</b>	<b>1,252,567</b>	<b>1,476,909</b>	<b>1,716,519</b>	<b>13.2%</b>

# Debt Service Fund





## DEBT SERVICE

**Mission** - The mission of this fund is to record the annual debt service payments related to the 2011 A&B Capital Improvement Revenue Bonds and the 2015 Capital Improvement Note related to the purchase the Municipal Complex at 780 Fisherman Street. This fund also reflects the revenue sources pledged against this debt. State Revenue Sharing Revenue and Local Government ½ Cent Sales Tax Revenue have been pledged against the 2011 bond and FPL Utility Tax and the State Telecommunications Tax have been pledged against the 2015 note. The surplus of the pledged revenue over the debt service normally goes to the General Fund to be used to pay for General Fund expenditures.

**Goal** – NA – This is an administrative fund with no operational responsibilities.

### **Plan Overview / Assumptions**

- Pledged revenue returns to pre-pandemic levels in FY 22
- Pledged revenue greater than debt service payments is returned to the City on a regular basis.



**Debt Service - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
<u>FY 11 Bond-Related Revenue</u>						
State Revenue Sharing	580,383	785,089	800,791	816,807	833,143	9.5%
Local Gov 1/2 Sales Tax	1,210,253	1,517,296	1,547,642	1,578,595	1,610,167	7.4%
<b>Total FY 11 Bond-Related Revenue</b>	<b>1,790,636</b>	<b>2,302,385</b>	<b>2,348,433</b>	<b>2,395,401</b>	<b>2,443,309</b>	<b>8.1%</b>
<u>FY 15 Note-Related Revenue</u>						
Utility Tax - FPL	796,221	1,300,000	1,326,000	1,352,520	1,379,570	14.7%
Telecom Tax	425,000	388,264	376,616	365,318	354,358	-4.4%
<b>Total FY 15 Note-Related Revenue</b>	<b>1,221,221</b>	<b>1,688,264</b>	<b>1,702,616</b>	<b>1,717,838</b>	<b>1,733,928</b>	<b>9.2%</b>
<b>Total Revenue</b>	<b>3,011,857</b>	<b>3,990,649</b>	<b>4,051,049</b>	<b>4,113,239</b>	<b>4,177,238</b>	<b>8.5%</b>
<b>Expense</b>						
<b>Debt Service</b>						
<u>FY 11 Bond</u>						
Bond Principal	564,000	583,000	603,000	624,000	645,000	3.4%
Bond Interest	122,684	103,087	82,817	61,832	38,608	-25.1%
<b>Debt Service</b>	<b>686,684</b>	<b>686,087</b>	<b>685,817</b>	<b>685,832</b>	<b>683,608</b>	<b>-0.1%</b>
<u>FY 15 Note</u>						
2015 Bond Principal	260,452	343,775	358,101	373,620	389,812	10.6%
2015 Bond Interest	262,761	179,437	165,111	149,592	133,400	-15.6%
<b>Debt Service</b>	<b>523,213</b>	<b>523,212</b>	<b>523,212</b>	<b>523,212</b>	<b>523,212</b>	<b>0.0%</b>
<b>Total Debt Service</b>	<b>1,209,897</b>	<b>1,209,299</b>	<b>1,209,029</b>	<b>1,209,044</b>	<b>1,206,820</b>	<b>-0.1%</b>
<b>Transfer Out</b>						
Transfer Out - Surplus To Gen Fund	1,801,960	2,781,350	2,842,020	2,904,195	2,970,418	13.3%
<b>Total Transfer Out</b>	<b>1,801,960</b>	<b>2,781,350</b>	<b>2,842,020</b>	<b>2,904,195</b>	<b>2,970,418</b>	<b>13.3%</b>
<b>Total Expense</b>	<b>3,011,857</b>	<b>3,990,649</b>	<b>4,051,049</b>	<b>4,113,239</b>	<b>4,177,238</b>	<b>8.5%</b>
<b>(Use Of)/Add To Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Fund Balance - Restricted</b>						
<b>Beginning</b>	<b>6,507,032</b>	<b>6,507,032</b>	<b>6,507,032</b>	<b>6,507,032</b>	<b>6,507,032</b>	<b>0.0%</b>
(Use Of)/Add To Fund Balance	-	-	-	-	-	
<b>Ending</b>	<b>6,507,032</b>	<b>6,507,032</b>	<b>6,507,032</b>	<b>6,507,032</b>	<b>6,507,032</b>	<b>0.0%</b>

# Safe Neighborhood Fund





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## SAFE NEIGHBORHOOD FUND

**Mission** – To use gas tax revenue and other sources of funds such as grants, loans and General Fund revenue to maintain and improve roadways (all gas tax revenue to be used only for roadways) and other governmental Capital Improvements Program (CIP) projects as appropriate

**Goal** – Identify priority roadway projects and other City properties requiring renovation and execute cost-effective restoration projects to make best use of available funding.

### **Plan Overview / Assumptions**

- Gas tax receipts will return to pre-pandemic levels in FY 22
- The City will be successful in obtaining Florida Recreational Development Assistance Program (FRDAP) grants in last four years of the plan.
- The Community Redevelopment Agency (CRA) will provide \$200,000 for park improvements in the last four years of the plan
- The County General Obligation Bond (GOB) Fund will provide a grant sufficient for the renovation of the Historic City Hall complex
- \$1.6 million will be invested in upgrading the park system after guidance is provided by development of a parks masterplan in FY 21.
- Resurfacing in this fund, when added to resurfacing that is funded in the People’s Transportation Plan, is sufficient to establish a roadway resurfacing ten-year plan that will permit resurfacing all of the City’s 46 miles of roadways every ten years on a rotational basis.



**Safe Neighborhood Fund - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
Gas Tax - First Local Option (1-6)	139,136	232,000	236,640	241,373	246,200	15.3%
Gas Tax - County Ninth Cent (1-5)	47,698	90,000	91,800	93,636	95,509	19.0%
<b>Total Revenue - Ex Grants</b>	<b>186,834</b>	<b>322,000</b>	<b>328,440</b>	<b>335,009</b>	<b>341,709</b>	<b>16.3%</b>
<b>Grants</b>						
GOB Grant - Historic City Hall	-	1,500,000	-	-	-	NA
FRDAP	-	200,000	200,000	200,000	200,000	NA
<b>Total Grants</b>	<b>-</b>	<b>1,700,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>NA</b>
<b>Total Revenue</b>	<b>186,834</b>	<b>2,022,000</b>	<b>528,440</b>	<b>535,009</b>	<b>541,709</b>	<b>30.5%</b>
<b>Transfer-In</b>						
From General Fund	-	250,000	250,000	250,000	250,000	NA
From CRA Fund	-	200,000	200,000	200,000	200,000	NA
<b>Total Transfer-In</b>	<b>-</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>NA</b>
<b>Total Funding</b>	<b>186,834</b>	<b>2,472,000</b>	<b>978,440</b>	<b>985,009</b>	<b>991,709</b>	<b>51.8%</b>
<b>Expense</b>						
<b>Capital</b>						
Resurfacing Improvements	186,834	572,000	578,440	585,009	591,709	33.4%
Historic City Hall	-	1,500,000	-	-	-	NA
Park Projects	-	400,000	400,000	400,000	400,000	NA
<b>Total Capital</b>	<b>186,834</b>	<b>2,472,000</b>	<b>978,440</b>	<b>985,009</b>	<b>991,709</b>	<b>51.8%</b>
<b>Total Expense</b>	<b>186,834</b>	<b>2,472,000</b>	<b>978,440</b>	<b>985,009</b>	<b>991,709</b>	<b>51.8%</b>
<b>(Use of)/Add To Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Fund Balance - Unassigned</b>						
<b>Beginning</b>	<b>(246,697)</b>	<b>(246,697)</b>	<b>(246,697)</b>	<b>(246,697)</b>	<b>(246,697)</b>	<b>0.0%</b>
(Use Of)/Add To Fund Balance	-	-	-	-	-	
<b>Ending</b>	<b>(246,697)</b>	<b>(246,697)</b>	<b>(246,697)</b>	<b>(246,697)</b>	<b>(246,697)</b>	<b>0.0%</b>

# People's Transportation Plan





## PEOPLE'S TRANSPORTATION PLAN

**Mission** – To use funds provided by the County CITT program to operate a community bus service and to maintain and improve the City's roadway system.

**Goal** – Operate a community bus service maximizing the availability of public transportation to the community. Identify priority roadway projects requiring renovation and execute cost-effective roadway restoration projects to make best use of available CITT funding.

### **Plan Overview / Assumptions**

- Revenue received from the County's half cent sales tax reverts back to pre-pandemic levels in FY 22
- The fund has \$1.2 million of fund balance available as of the start of FY 21 to be used on roadway and sidewalk improvements
- Resurfacing in this fund, when added to resurfacing that is funded in the Safe Neighborhood Fund, is sufficient to establish a roadway resurfacing ten-year plan that will permit resurfacing all of the City's 46 miles of roadways every ten years on a rotational basis
- No additional community bus routes added during the plan period
- Although the City is in discussion with bus bench advertiser that would provide a minimum of an additional \$11,000 per year, this hasn't been included in the plan.



**People's Transportation Plan - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
PTT - County Tran System - Bus	200,000	204,000	208,080	212,242	216,486	2.0%
PTT - County Tran System - Roads	500,000	510,000	520,200	530,604	541,216	2.0%
<b>Total Revenue</b>	<b>700,000</b>	<b>714,000</b>	<b>728,280</b>	<b>742,846</b>	<b>757,703</b>	<b>2.0%</b>
<b>Expense</b>						
<b>Operating Expense</b>						
Bus Circulator Expense	210,000	214,200	218,484	222,854	227,311	2.0%
<b>Total Operating Expense</b>	<b>210,000</b>	<b>214,200</b>	<b>218,484</b>	<b>222,854</b>	<b>227,311</b>	<b>2.0%</b>
<b>Capital</b>						
Cairo Lane	800,000	-	-	-	-	-100.0%
Resurfacing	113,166	634,600	239,292	244,078	248,959	21.8%
Sidewalks	260,000	265,200	270,504	275,914	281,432	2.0%
<b>Total Capital</b>	<b>1,173,166</b>	<b>899,800</b>	<b>509,796</b>	<b>519,992</b>	<b>530,392</b>	<b>-18.0%</b>
<b>Total Expense</b>	<b>1,383,166</b>	<b>1,114,000</b>	<b>728,280</b>	<b>742,846</b>	<b>757,703</b>	<b>-14.0%</b>
<b>(Use Of)/Add To Fund Balance</b>	<b>(683,166)</b>	<b>(400,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Fund Balance - Unassigned</b>						
<b>Beginning</b>	<b>1,195,236</b>	<b>512,070</b>	<b>112,070</b>	<b>112,070</b>	<b>112,070</b>	<b>-44.7%</b>
(Use Of)/Add To Fund Balance	(683,166)	(400,000)	-	-	-	
<b>Ending</b>	<b>512,070</b>	<b>112,070</b>	<b>112,070</b>	<b>112,070</b>	<b>112,070</b>	<b>-31.6%</b>

# Special Law Enforcement





## **SPECIAL LAW ENFORCEMENT FUND**

**Mission** – Police Department can receive funds from participation in joint-agency investigations where assets associated with criminal activities are seized and subsequently liquidated with a share of the proceeds going to the Police Department. The uses to which these funds can be applied is greatly restricted, resulting in an accumulation of cash over time.

**Goal** – Identification of acceptable usages for which these funds can be fully utilized



**Special Law Enforcement Fund - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
Law Enforcement Training	-	-	-	-	-	0.0%
Court Forfeiture	-	-	-	-	-	0.0%
<b>Total Revenue</b>	-	-	-	-	-	0.0%
<b>Total Funding</b>	-	-	-	-	-	0.0%
<b>Expense</b>						
<b>Operating Expense</b>						
General Expenses	-	-	-	-	-	0.0%
Educational Costs	-	-	-	-	-	0.0%
<b>Total Operating Expense</b>	-	-	-	-	-	0.0%
<b>Total Expense</b>	-	-	-	-	-	0.0%
<b>(Use Of)/Add To Fund Balance</b>	-	-	-	-	-	
<b>Fund Balance - Unassigned</b>						
<b>Beginning</b>	670,730	670,730	670,730	670,730	670,730	0.0%
(Use Of)/Add To Fund Balance	-	-	-	-	-	
<b>Ending</b>	670,730	670,730	670,730	670,730	670,730	0.0%

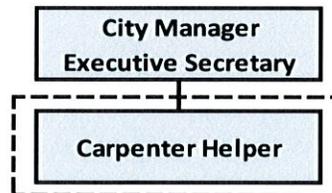
# Town Center





## TOWN CENTER

**Mission** – Provide clean, safe, attractive work spaces for City staff and visitors to the building. Work with tenants to ensure their issues are handled in a timely and equitable manner. This is a sub-unit of the General Fund and is rolled up into the General Fund for external reporting. It doesn't have a separate Unassigned Fund Balance.



**Goal** – A safe, attractive, cost-effective building providing excellent working conditions for staff and a welcoming environment for tenants and visitors while generating sufficient rental income to cover all costs.

### **Plan Overview / Assumptions**

- 100% occupancy enabled by a property manager
- Building subdivided into condominium units to limit property tax to those units occupied by "for profit" tenants and paid by the tenant
- No extraordinary expenditures required during plan period



**Town Center - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
Rent -SF Workforce	42,456	43,305	44,171	45,055	45,956	2.0%
Rent - Art Academy Of Excellence	45,756	46,671	47,605	48,557	49,528	2.0%
Rent - S FL School Of Excellence	132,956	135,615	138,327	141,094	143,916	2.0%
Rent - Community Dev Corp	-	150,000	153,000	156,060	159,181	NA
Other 1	-	37,559	38,310	39,077	39,858	NA
<b>Total Revenue</b>	<b>221,168</b>	<b>413,150</b>	<b>421,414</b>	<b>429,842</b>	<b>438,439</b>	<b>18.7%</b>
<b>Transfer-In</b>						
Transfer In From General Fund	431,567	111,047	113,329	117,142	121,334	-27.2%
<b>Total Transfer-In</b>	<b>431,567</b>	<b>111,047</b>	<b>113,329</b>	<b>117,142</b>	<b>121,334</b>	<b>-27.2%</b>
<b>Total Funding</b>	<b>652,735</b>	<b>524,197</b>	<b>534,743</b>	<b>546,984</b>	<b>559,772</b>	<b>-3.8%</b>
<b>Expense</b>						
Salary	30,109	30,711	31,325	31,952	32,591	2.0%
Benefits	11,264	11,727	12,213	12,725	13,263	4.2%
<b>Total Compensation</b>	<b>41,373</b>	<b>42,438</b>	<b>43,539</b>	<b>44,677</b>	<b>45,854</b>	<b>2.6%</b>
Operating Expense	508,000	374,960	381,500	388,164	394,953	-6.1%
Capital	-	-	-	-	-	0.0%
<b>Total Expense Ex Transfer Out</b>	<b>549,373</b>	<b>417,398</b>	<b>425,039</b>	<b>432,841</b>	<b>440,807</b>	<b>-5.4%</b>
Transfer Out	103,362	106,800	109,704	114,143	118,966	3.6%
<b>Total Expense</b>	<b>652,735</b>	<b>524,197</b>	<b>534,743</b>	<b>546,984</b>	<b>559,772</b>	<b>-3.8%</b>
<b>Over / (Under)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	



**Town Center - Expense**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Regular	30,109	30,711	31,325	31,952	32,591	2.0%
<b>Total Salaries</b>	<b>30,109</b>	<b>30,711</b>	<b>31,325</b>	<b>31,952</b>	<b>32,591</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	2,304	2,349	2,396	2,444	2,493	2.0%
Retirement	3,011	3,071	3,133	3,195	3,259	2.0%
Life And Health Insurance	5,949	6,306	6,684	7,085	7,511	6.0%
<b>Total Benefits</b>	<b>11,264</b>	<b>11,727</b>	<b>12,213</b>	<b>12,725</b>	<b>13,263</b>	<b>4.2%</b>
<b>Total Compensation</b>	<b>41,373</b>	<b>42,438</b>	<b>43,539</b>	<b>44,677</b>	<b>45,854</b>	<b>2.6%</b>
<b>Operating Expense</b>						
Other Professional Services	-	20,000	20,400	20,808	21,224	NA
Other Contracted Services	208,000	212,160	216,403	220,731	225,146	2.0%
Electric, Gas, Water	85,000	86,700	87,475	88,258	89,049	1.2%
Repair & Maintenance - Building	55,000	56,100	57,222	58,366	59,534	2.0%
Real Estate Tax	160,000	-	-	-	-	-100.0%
<b>Total Operating Expense</b>	<b>508,000</b>	<b>374,960</b>	<b>381,500</b>	<b>388,164</b>	<b>394,953</b>	<b>-6.1%</b>
<b>Total Expense Ex Transfer Out</b>	<b>549,373</b>	<b>417,398</b>	<b>425,039</b>	<b>432,841</b>	<b>440,807</b>	<b>-5.4%</b>
<b>Transfer Out</b>						
Information Tech Charge	4,475	5,751	4,722	4,812	4,944	2.5%
Insurance Charge - Risk	80,387	83,797	87,667	91,766	96,070	4.6%
Reimbursement - Administrative	18,500	17,252	17,315	17,566	17,952	-0.7%
<b>Total Transfer Out</b>	<b>103,362</b>	<b>106,800</b>	<b>109,704</b>	<b>114,143</b>	<b>118,966</b>	<b>3.6%</b>
<b>Total Expense</b>	<b>652,735</b>	<b>524,197</b>	<b>534,743</b>	<b>546,984</b>	<b>559,772</b>	<b>-3.8%</b>

# Water Sewer Summary





## WATER-SEWER FUND

**Mission** – Delivery of potable water and water fire suppression and collection and transmission of wastewater.

**Goal** – Providing reliable excellent customer service in delivering cost-effective safe potable water with high pressure for fire suppression and cost-effective collection and transmission of wastewater through a reliable and cost-effective infrastructure. Focus on the reduction of water loss and sewer inflow and infiltration. Ensure the infrastructure valve system and fire hydrants are properly maintained to provide reliable service at all times.

### **Plan Overview / Assumptions** –

- Price remains unchanged
- Usage increase of 1% annually through new customers with increased usage resulting from development within the City
- Water loss reduced 1% annually
- Sewer inflow and infiltration (I&I) reduced 2% annually
- County charges for providing potable water and processing wastewater increase 3% annually.
- Water-Sewer Fund becomes creditworthy in FY 23, permitting borrowing of \$12 million in the last three years of the plan to fund major investment in infrastructure
- Current County water-sewer debt repayment schedule requires usage of funds that could be used for near term investment in infrastructure to reduce water loss and sewer I&I
- All current debt service and future debt service occurring from future borrowing paid when due
- Billing legal issues resolved for \$0.8 million of legal and other expenses
- Impact of resolution of delinquencies from old City accounts not included



**Water Sewer Fund - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Funding</b>						
Revenue - Ex Grants	11,201,096	11,294,013	11,405,888	11,518,881	11,633,004	1.0%
Grants	479,934	-	-	-	-	-100.0%
Loans	2,800,966	1,935,686	3,000,000	4,000,000	5,000,000	15.6%
<b>Total Funding</b>	<b>14,481,996</b>	<b>13,229,699</b>	<b>14,405,888</b>	<b>15,518,881</b>	<b>16,633,004</b>	<b>3.5%</b>
<b>Expense</b>						
Salary	809,388	825,576	842,087	738,158	752,921	-1.8%
Benefits	272,289	276,604	287,371	259,677	270,047	-0.2%
<b>Total Compensation</b>	<b>1,081,677</b>	<b>1,102,180</b>	<b>1,129,459</b>	<b>997,836</b>	<b>1,022,968</b>	<b>-1.4%</b>
Operating Expense	6,295,106	6,435,884	6,431,536	6,572,000	6,684,768	1.5%
Capital	3,550,400	2,068,636	3,133,766	4,134,598	5,135,447	9.7%
Debt Service	1,974,565	1,974,565	2,654,565	1,693,473	1,993,473	0.2%
Contingency	646,003	460,200	310,404	310,612	310,824	-16.7%
<b>Total Expense Ex Transfer Out</b>	<b>13,547,751</b>	<b>12,041,465</b>	<b>13,659,730</b>	<b>13,708,519</b>	<b>15,147,480</b>	<b>2.8%</b>
Transfer Out	934,245	940,860	940,629	967,495	998,840	1.7%
<b>Total Expense</b>	<b>14,481,996</b>	<b>12,982,325</b>	<b>14,600,359</b>	<b>14,676,014</b>	<b>16,146,320</b>	<b>2.8%</b>
<b>(Use of)/Add To Working Capital</b>	<b>-</b>	<b>247,374</b>	<b>(194,472)</b>	<b>842,866</b>	<b>486,684</b>	
<b>Working Capital</b>						
<b>Beginning</b>	<b>474,777</b>	<b>474,777</b>	<b>722,151</b>	<b>527,679</b>	<b>1,370,545</b>	<b>30.3%</b>
(Use Of)/Add To Working Capital	-	247,374	(194,472)	842,866	486,684	
<b>Ending</b>	<b>474,777</b>	<b>722,151</b>	<b>527,679</b>	<b>1,370,545</b>	<b>1,857,229</b>	<b>40.6%</b>



**Water & Sewer - Revenue**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
Water Revenue	5,140,608	5,192,014	5,243,934	5,296,374	5,349,337	1.0%
Fire Line Charge	1,500	1,500	1,500	1,500	1,500	0.0%
Returned Checks	1,000	1,000	1,000	1,000	1,000	0.0%
Returned Check Charge	1,000	1,000	1,000	1,000	1,000	0.0%
New Service Application	1,000	1,000	1,000	1,000	1,000	0.0%
Water Sewer Verification	2,400	2,400	2,400	2,400	2,400	0.0%
Water Service Installation	6,000	6,000	6,000	6,000	6,000	0.0%
Non-Ad Valorem Fire	95,000	92,150	92,150	92,150	92,150	-0.8%
Sewer Revenue	5,303,940	5,356,979	5,410,549	5,464,655	5,519,301	1.0%
Other Miscellaneous Revenue	1,000	1,000	1,000	1,000	1,000	0.0%
DERM Revenue Service Fee	632,148	638,469	644,854	651,303	657,816	1.0%
Excise Tax	15,000	-	-	-	-	-100.0%
Miami-Dade Lien Release	250	250	250	250	250	0.0%
Opa-locka Lien Release	250	250	250	250	250	0.0%
<b>Total Revenue Ex Grants</b>	<b>11,201,096</b>	<b>11,294,013</b>	<b>11,405,888</b>	<b>11,518,881</b>	<b>11,633,004</b>	<b>1.0%</b>
<b>Grants</b>						
State Revolving Fund - Grants	479,934	-	-	-	-	-100.0%
<b>Total Grants</b>	<b>479,934</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Total Revenue</b>	<b>11,681,030</b>	<b>11,294,013</b>	<b>11,405,888</b>	<b>11,518,881</b>	<b>11,633,004</b>	<b>-0.1%</b>
<b>Loans</b>						
State Revolving Loan - Water	2,800,966	1,935,686	-	-	-	-100.0%
New Loans	-	-	3,000,000	4,000,000	5,000,000	
<b>Total Loans</b>	<b>2,800,966</b>	<b>1,935,686</b>	<b>3,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>15.6%</b>
<b>Total Transfer In</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Funding</b>	<b>14,481,996</b>	<b>13,229,699</b>	<b>14,405,888</b>	<b>15,518,881</b>	<b>16,633,004</b>	<b>3.5%</b>



**Water-Sewer - Total Expense**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						0.0%
Executive	52,702	53,756	54,831	55,928	57,046	2.0%
Regular	715,583	729,895	744,493	662,227	675,471	-1.4%
Part-Time	22,253	22,698	23,152	-	-	-100.0%
Overtime	18,850	19,227	19,612	20,004	20,404	2.0%
<b>Total Salaries</b>	<b>809,388</b>	<b>825,576</b>	<b>842,087</b>	<b>738,158</b>	<b>752,921</b>	<b>-1.8%</b>
<b>Benefits</b>						
FICA	61,927	63,157	64,420	56,469	57,598	-1.8%
Retirement	80,939	82,558	84,209	73,816	75,292	-1.8%
Life & Health	129,423	130,890	138,743	129,392	137,156	1.5%
<b>Total Benefits</b>	<b>272,289</b>	<b>276,604</b>	<b>287,371</b>	<b>259,677</b>	<b>270,047</b>	<b>-0.2%</b>
<b>Total Compensation</b>	<b>1,081,677</b>	<b>1,102,180</b>	<b>1,129,459</b>	<b>997,836</b>	<b>1,022,968</b>	<b>-1.4%</b>
Operating Expense	6,295,106	6,435,884	6,431,536	6,572,000	6,684,768	1.5%
Capital	3,550,400	2,068,636	3,133,766	4,134,598	5,135,447	9.7%
Debt Service	1,974,565	1,974,565	2,654,565	1,693,473	1,993,473	0.2%
Contingency	646,003	460,200	310,404	310,612	310,824	-16.7%
<b>Total Expense Ex Transfer Out</b>	<b>13,547,751</b>	<b>12,041,465</b>	<b>13,659,730</b>	<b>13,708,519</b>	<b>15,147,480</b>	<b>2.8%</b>
Transfer Out	934,245	940,860	940,629	967,495	998,840	1.7%
<b>Total Expense</b>	<b>14,481,996</b>	<b>12,982,325</b>	<b>14,600,359</b>	<b>14,676,014</b>	<b>16,146,320</b>	<b>2.8%</b>
<b>Divisions</b>						
Water Distribution	2,583,420	2,867,403	2,934,208	3,002,847	3,073,375	4.4%
Wastewater Collection & Trans.	3,714,392	3,734,694	3,809,701	3,886,275	3,964,452	1.6%
Water-Sewer Finance / Cust Service	4,377,785	4,036,617	4,438,712	3,359,045	3,670,230	-4.3%
Service Line & Meter Maintenance	267,224	265,479	271,926	278,570	285,418	1.7%
Water-Sewer CIP	3,539,175	2,078,132	3,145,813	4,149,278	5,152,845	9.8%
<b>Total Expense</b>	<b>14,481,996</b>	<b>12,982,325</b>	<b>14,600,359</b>	<b>14,676,014</b>	<b>16,146,320</b>	<b>2.8%</b>

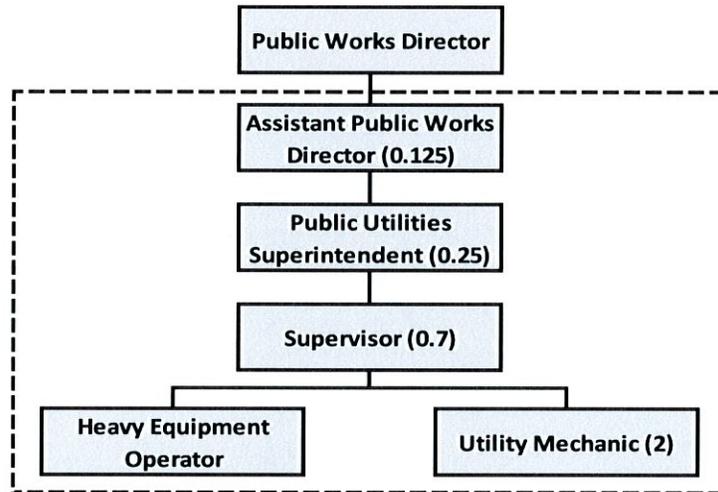
# Water Distribution Division





## WATER DISTRIBUTION

**Mission** – Cost-effective delivery of safe drinking water and fire suppression water



**Goal** – Water distribution infrastructure providing safe drinking with a water loss percentage less than 10% and delivering water at an appropriate pressure to a fully functional hydrant network to provide excellent fire protection capability throughout the service area.



**Water-Sewer - Water Distribution**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Regular	146,154	149,077	152,059	155,100	158,202	2.0%
Salaries - Overtime	1,000	1,020	1,040	1,061	1,082	2.0%
<b>Total Salaries</b>	<b>147,154</b>	<b>150,097</b>	<b>153,099</b>	<b>156,161</b>	<b>159,284</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	11,260	11,482	11,712	11,946	12,185	2.0%
Retirement	14,715	15,010	15,310	15,616	15,928	2.0%
Life And Health Insurance	24,525	25,996	27,556	29,209	30,962	6.0%
<b>Total Benefits</b>	<b>50,500</b>	<b>52,488</b>	<b>54,578</b>	<b>56,772</b>	<b>59,075</b>	<b>4.0%</b>
<b>Total Compensation</b>	<b>197,654</b>	<b>202,585</b>	<b>207,677</b>	<b>212,933</b>	<b>218,360</b>	<b>2.5%</b>
<b>Operating Expense</b>						
DERM Service Fee - Pass-Through	632,148	638,469	644,854	651,303	657,816	1.0%
Other Professional Services	28,000	228,560	233,131	237,794	242,550	71.6%
Other Contracted Services	70,000	20,400	20,808	21,224	21,649	-25.4%
Uniform Rental/Laundry	1,248	1,273	1,298	1,324	1,351	2.0%
Purchase Of Water	1,532,870	1,664,483	1,714,418	1,765,850	1,818,826	4.4%
Rentals & Leases	1,500	1,530	1,561	1,592	1,624	2.0%
Repairs - Machinery & Equipment	15,000	15,300	15,606	15,918	16,236	2.0%
Special Supplies	500	510	520	531	541	2.0%
Small Tools & Supplies	2,100	2,142	2,185	2,229	2,273	2.0%
<b>Total Operating Expense</b>	<b>2,283,366</b>	<b>2,572,668</b>	<b>2,634,381</b>	<b>2,697,764</b>	<b>2,762,865</b>	<b>4.9%</b>
<b>Capital</b>						
Fire Hydrants	100,000	92,150	92,150	92,150	92,150	-2.0%
Computer Equipment	2,400	-	-	-	-	-100.0%
<b>Total Capital</b>	<b>102,400</b>	<b>92,150</b>	<b>92,150</b>	<b>92,150</b>	<b>92,150</b>	<b>-2.6%</b>
<b>Total Expense</b>	<b>2,583,420</b>	<b>2,867,403</b>	<b>2,934,208</b>	<b>3,002,847</b>	<b>3,073,375</b>	<b>4.4%</b>

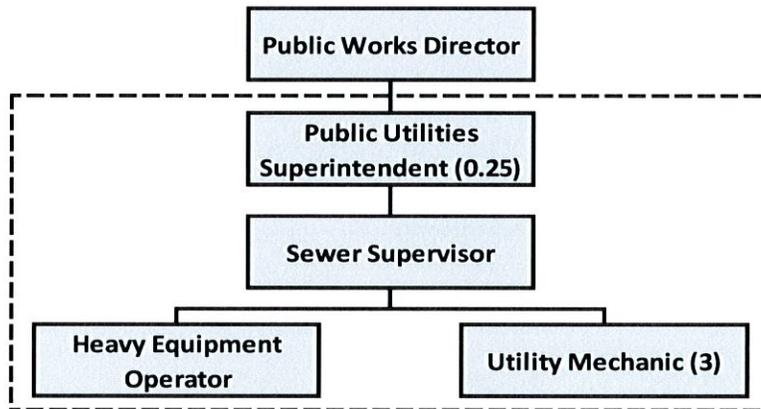
# Wastewater Collection & Transmission Division





## WASTEWATER COLLECTION & TRANSMISSION

**Mission** – Cost-effective and sanitary collection and transmission of wastewater while providing excellent customer service in working with customers in regard to wastewater issue.



**Goal** – Wastewater collection and transmission infrastructure with an Inflow and Infiltration (I&I) rate of less than 20% of total wastewater processed with implementation of Supervisory Control and Data Acquisition (SCADA) technology.



**Wastewater Collection & Transmission**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Regular	174,500	177,990	181,550	185,181	188,884	2.0%
Salaries - Overtime	6,000	6,120	6,242	6,367	6,495	2.0%
<b>Total Salaries</b>	<b>180,500</b>	<b>184,110</b>	<b>187,792</b>	<b>191,548</b>	<b>195,379</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	13,810	14,084	14,366	14,653	14,946	2.0%
Retirement	18,050	18,411	18,779	19,155	19,538	2.0%
Life And Health Insurance	35,960	31,819	33,728	35,751	37,897	1.3%
<b>Total Benefits</b>	<b>67,820</b>	<b>64,314</b>	<b>66,873</b>	<b>69,560</b>	<b>72,381</b>	<b>1.6%</b>
<b>Total Compensation</b>	<b>248,320</b>	<b>248,424</b>	<b>254,665</b>	<b>261,108</b>	<b>267,760</b>	<b>1.9%</b>
<b>Operating Expense</b>						
Other Professional Services	190,000	61,200	62,424	63,672	64,946	-23.5%
Other Contracted Services	232,000	240,000	244,800	249,696	254,690	2.4%
Uniform Rental/Laundry	1,872	1,909	1,948	1,987	2,026	2.0%
Electric, Gas, Water	95,000	95,950	96,910	97,879	98,857	1.0%
Sewage Disposal	2,800,700	2,937,780	2,996,536	3,056,467	3,117,596	2.7%
Rentals & Leases	5,000	5,100	5,202	5,306	5,412	2.0%
Repair & Maintenance - Building	12,000	12,240	12,485	12,734	12,989	2.0%
Clothing & Uniform Expense	500	510	520	531	541	2.0%
Maintenance	76,000	77,520	79,070	80,652	82,265	2.0%
Chemicals/Horticultural	2,500	2,550	2,601	2,653	2,706	2.0%
Small Tools & Supplies	500	510	520	531	541	2.0%
<b>Total Operating Expense</b>	<b>3,416,072</b>	<b>3,435,270</b>	<b>3,503,016</b>	<b>3,572,107</b>	<b>3,642,570</b>	<b>1.6%</b>
<b>Capital</b>						
Machinery & Equipment	40,000	40,800	41,616	42,448	43,297	2.0%
<b>Total Capital</b>	<b>40,000</b>	<b>40,800</b>	<b>41,616</b>	<b>42,448</b>	<b>43,297</b>	<b>2.0%</b>
<b>Contingency</b>						
Reserve Sick/Accrual	10,000	10,200	10,404	10,612	10,824	2.0%
<b>Total Contingency</b>	<b>10,000</b>	<b>10,200</b>	<b>10,404</b>	<b>10,612</b>	<b>10,824</b>	<b>2.0%</b>
<b>Total Expense</b>	<b>3,714,392</b>	<b>3,734,694</b>	<b>3,809,701</b>	<b>3,886,275</b>	<b>3,964,452</b>	<b>1.6%</b>

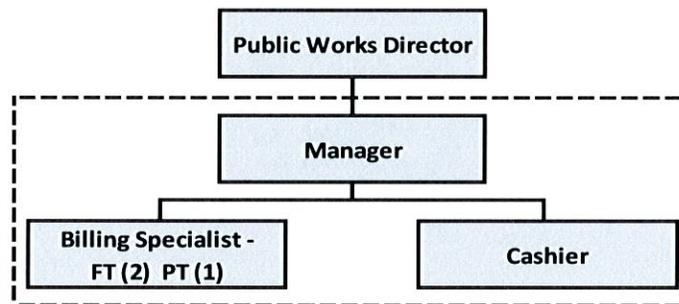
# Water-Sewer Finance & Customer Service Division





### WATER-SEWER FINANCE

**Mission** – Resolve \$7.2 million of delinquency incurred by City utility customers previously billed by the City but now billed by the County. Delinquency exists on customers’ former closed City accounts, unrelated to their current accounts managed by the County. Resolve new customer issues on accounts billed by County. Division also serves as the recording division for Water-Sewer fund general issues such as litigation matters, debt service and the transfer out of payment due to other funds for services provided to the Water-Sewer fund. Division also provides cashiering services for utility and other payments due to the City.



**Goal** – Identify delinquent accounts deemed to be potentially accurate and collectible and implement collection procedures



**Water-Sewer - Finance / Customer Service**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Regular	199,961	203,960	208,039	115,044	117,345	-12.5%
Salaries - Part Time	22,253	22,698	23,152	-	-	-100.0%
Salaries - Overtime	600	612	624	637	649	2.0%
<b>Total Salaries</b>	<b>222,814</b>	<b>227,270</b>	<b>231,816</b>	<b>115,681</b>	<b>117,995</b>	<b>-14.7%</b>
<b>Benefits</b>						
FICA	17,047	17,386	17,734	8,850	9,027	-14.7%
Retirement	22,281	22,727	23,182	11,568	11,799	-14.7%
Life And Health Insurance	29,910	31,704	33,607	17,948	19,025	-10.7%
<b>Total Benefits</b>	<b>69,238</b>	<b>71,818</b>	<b>74,522</b>	<b>38,366</b>	<b>39,851</b>	<b>-12.9%</b>
<b>Total Compensation</b>	<b>292,052</b>	<b>299,088</b>	<b>306,338</b>	<b>154,047</b>	<b>157,846</b>	<b>-14.3%</b>
<b>Operating Expense</b>						
Accounting & Auditing	27,500	13,750	14,025	14,306	14,592	-14.7%
Other Contracted Services	290,320	244,126	198,009	201,969	206,008	-8.2%
Excise Tax To County	15,000	-	-	-	-	-100.0%
Postage & Freight	100	102	104	106	108	2.0%
General Expenses	1,000	1,020	1,040	1,061	1,082	2.0%
Office Supplies	1,000	1,020	1,040	1,061	1,082	2.0%
Lien Recording Charge	1,000	1,020	1,040	1,061	1,082	2.0%
Legal Counsel	200,000	100,000	-	-	-	-100.0%
Credit Card Fee	5,000	5,100	5,202	5,306	5,412	2.0%
Vehicle Lease/Purchase	-	5,965	16,718	19,160	(9,297)	NA
<b>Total Operating Expense</b>	<b>540,920</b>	<b>372,104</b>	<b>237,179</b>	<b>244,030</b>	<b>220,071</b>	<b>-20.1%</b>
<b>Debt Service</b>						
State Revolving Loan	773,473	773,473	773,473	773,473	773,473	0.0%
Debt Due To Miami Dade	1,201,092	1,201,092	1,701,092	500,000	500,000	-19.7%
New Debt Service	-	-	180,000	420,000	720,000	NA
<b>Total Debt Service</b>	<b>1,974,565</b>	<b>1,974,565</b>	<b>2,654,565</b>	<b>1,693,473</b>	<b>1,993,473</b>	<b>0.2%</b>
<b>Contingency</b>						
Contingency	636,003	450,000	300,000	300,000	300,000	-17.1%
<b>Total Contingency</b>	<b>636,003</b>	<b>450,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>-17.1%</b>
<b>Total Expense Ex Transfer Out</b>	<b>3,443,540</b>	<b>3,095,756</b>	<b>3,498,082</b>	<b>2,391,550</b>	<b>2,671,390</b>	<b>-6.2%</b>
<b>Transfer Out</b>						
Information Tech Charge	89,273	114,730	94,209	95,992	98,626	2.5%
Insurance Charge - Risk	337,867	352,198	368,463	385,693	403,783	4.6%
Rental Expense - TCO	4,150	1,068	1,090	1,126	1,167	-27.2%
Vehicle Service Charge	133,878	128,687	131,435	134,247	137,127	0.6%
Admin Expense To Gen Fund	369,078	344,177	345,433	350,438	358,138	-0.7%
<b>Total Transfer Out</b>	<b>934,245</b>	<b>940,860</b>	<b>940,629</b>	<b>967,495</b>	<b>998,840</b>	<b>1.7%</b>
<b>Total Expense</b>	<b>4,377,785</b>	<b>4,036,617</b>	<b>4,438,712</b>	<b>3,359,045</b>	<b>3,670,230</b>	<b>-4.3%</b>

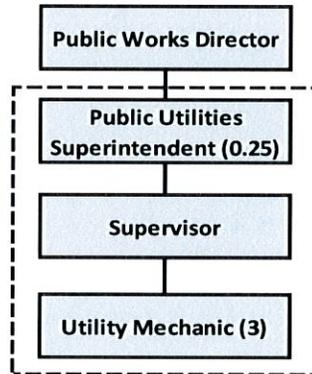
# Water Service Line & Meter Maintenance Division





## WATER SERVICE LINE & METER MAINTENANCE

**Mission** – Maintain water distribution services for service lines running from water mains to customer meters, including maintenance of meter boxes. Provide excellent customer service in responding to customer water service issues.



**Goal** – Minimal service line and meter box water loss and timely response to customer water service issues



**Water-Sewer - Service Lines & Meter Maintenance**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Regular	139,756	142,551	145,402	148,310	151,276	2.0%
Salaries - Overtime	11,250	11,475	11,705	11,939	12,177	2.0%
<b>Total Salaries</b>	<b>151,006</b>	<b>154,026</b>	<b>157,107</b>	<b>160,249</b>	<b>163,454</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	11,554	11,783	12,019	12,259	12,504	2.0%
Retirement	15,101	15,403	15,711	16,025	16,345	2.0%
Life And Health Insurance	26,816	28,425	30,130	31,938	33,854	6.0%
<b>Total Benefits</b>	<b>53,470</b>	<b>55,610</b>	<b>57,859</b>	<b>60,222</b>	<b>62,704</b>	<b>4.1%</b>
<b>Total Compensation</b>	<b>204,476</b>	<b>209,636</b>	<b>214,966</b>	<b>220,470</b>	<b>226,157</b>	<b>2.6%</b>
<b>Operating Expense</b>						
Uniform Rental/Laundry	1,248	1,273	1,298	1,324	1,351	2.0%
Rentals & Leases	500	510	520	531	541	2.0%
Service Line Repair & Maintenance	50,000	51,000	52,020	53,060	54,122	2.0%
Small Tools Minor Equipment	3,000	3,060	3,121	3,184	3,247	2.0%
<b>Total Operating Expense</b>	<b>54,748</b>	<b>55,843</b>	<b>56,960</b>	<b>58,099</b>	<b>59,261</b>	<b>2.0%</b>
<b>Capital</b>						
Equipment	8,000	-	-	-	-	-100.0%
<b>Total Capital</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Total Expense</b>	<b>267,224</b>	<b>265,479</b>	<b>271,926</b>	<b>278,570</b>	<b>285,418</b>	<b>1.7%</b>

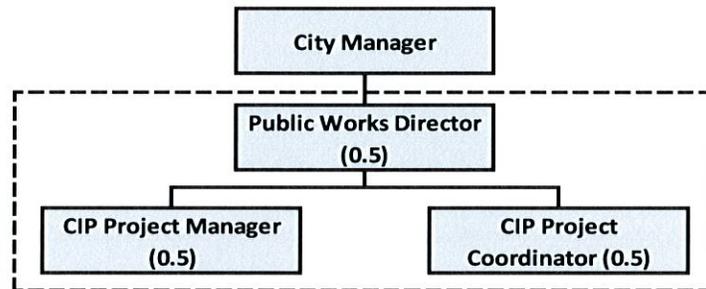
# Water-Sewer CIP Division





## WATER-SEWER CAPITAL IMPROVEMENT PROGRAM

**Mission** – Identify and respond to City infrastructure requirements through development of prioritized cost-effective projects, including identifying funding sources (loans, grants).



**Goal** – Continuous progress in improving City infrastructure.



**Water Sewer - Capital Improvement Program (CIP)**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Executive	52,702	53,756	54,831	55,928	57,046	2.0%
Salaries - Regular	55,212	56,316	57,443	58,591	59,763	2.0%
<b>Total Salaries</b>	<b>107,914</b>	<b>110,072</b>	<b>112,274</b>	<b>114,519</b>	<b>116,810</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	8,256	8,421	8,589	8,761	8,936	2.0%
Retirement	10,791	11,007	11,227	11,452	11,681	2.0%
Life And Health Insurance	12,213	12,946	13,723	14,546	15,419	6.0%
Workers Comp	-	-	-	-	-	-
<b>Total Benefits</b>	<b>31,261</b>	<b>32,374</b>	<b>33,539</b>	<b>34,759</b>	<b>36,036</b>	<b>3.6%</b>
<b>Total Compensation</b>	<b>139,175</b>	<b>142,446</b>	<b>145,813</b>	<b>149,278</b>	<b>152,845</b>	<b>2.4%</b>
<b>Capital</b>						
Cairo Lane	2,900,000	-	-	-	-	
Zone 6	500,000	-	-	-	-	
Zones 1-6	-	1,935,686	-	-	-	
New Projects	-	-	3,000,000	4,000,000	5,000,000	
<b>Total Capital</b>	<b>3,400,000</b>	<b>1,935,686</b>	<b>3,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>10.1%</b>
<b>Total Expense Ex Transfer Out</b>	<b>3,539,175</b>	<b>2,078,132</b>	<b>3,145,813</b>	<b>4,149,278</b>	<b>5,152,845</b>	<b>9.8%</b>

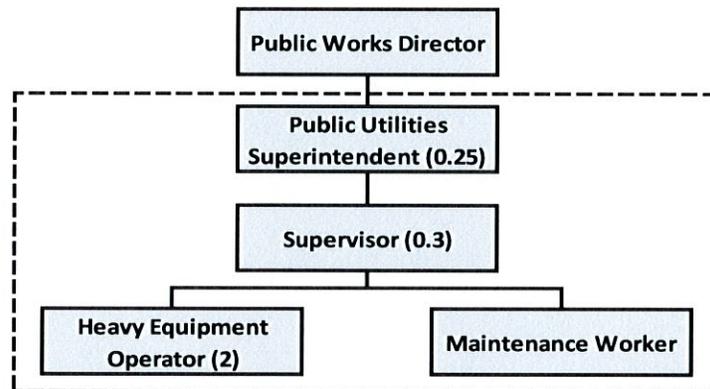
# Stormwater





## STORMWATER

**Mission** – Enhance and maintain the City’s stormwater drainage system while adhering to all environmental requirements. Respond to flooding events which overwhelm the City’s drainage system.



**Goal** – A stormwater drainage system designed to engineering criteria, to be defined in studies currently underway, to handle most South Florida rain events with a minimum of flooding and rapid run-off once the event has completed. Provide assistance whenever a rain event overwhelms the drainage system. Ensure streets are clear of all material which could potentially impede stormwater drainage.

### **Plan Overview / Assumptions**

- Stormwater charges moved from utility bill to property tax bill, providing an annual revenue increase of \$1.0 million
- No increase in rates
- Current rates sufficient to provide surplus funding for pay-as-you-go infrastructure investment and additional debt service payments
- Stormwater Fund is deemed to be creditworthy in FY 23, allowing for borrowing of \$15 million in the last three years of the plan for infrastructure investment.
- Current available working capital (reserves) at \$2.2 million exceeds target requirement of \$0.2 million by \$2.0 million, allowing for funding of infrastructure improvement in the near term.



**Stormwater - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Revenue</b>						
Storm Water Revenue	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	7.5%
<b>Total Revenue Ex Grants</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>7.5%</b>
<b>Grants</b>						
State Grants (LP13035)	-	-	-	-	-	0.0%
<b>Total Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Revenue</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>7.5%</b>
<b>Loans</b>						
	-	-	5,000,000	5,000,000	5,000,000	
<b>Total Loans</b>	<b>-</b>	<b>-</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	
<b>Total Funding</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>47.0%</b>
<b>Expense</b>						
Salary	130,886	133,504	136,174	138,897	141,675	2.0%
Benefits	45,312	47,107	48,991	50,969	53,047	4.0%
<b>Total Compensation</b>	<b>176,198</b>	<b>180,611</b>	<b>185,165</b>	<b>189,867</b>	<b>194,722</b>	<b>2.5%</b>
Operating Expense	528,248	332,813	339,469	346,259	353,184	-9.6%
Capital	2,499,185	1,070,023	5,903,040	5,603,484	5,298,310	20.7%
Debt Service	10,479	10,479	310,479	610,479	910,479	205.3%
Contingency	97,450	100,000	100,000	100,000	100,000	0.6%
<b>Total Expense Ex Transfer Out</b>	<b>3,311,560</b>	<b>1,693,926</b>	<b>6,838,153</b>	<b>6,850,088</b>	<b>6,856,695</b>	<b>20.0%</b>
Transfer Out	139,437	138,298	137,330	141,154	145,738	1.1%
<b>Total Expense</b>	<b>3,450,997</b>	<b>1,832,224</b>	<b>6,975,483</b>	<b>6,991,242</b>	<b>7,002,433</b>	<b>19.4%</b>
<b>(Use of)/Add To Working Capital</b>	<b>(1,950,997)</b>	<b>167,776</b>	<b>24,517</b>	<b>8,758</b>	<b>(2,433)</b>	
<b>Working Capital</b>						
<b>Beginning</b>	<b>2,221,840</b>	<b>270,843</b>	<b>438,620</b>	<b>463,137</b>	<b>471,895</b>	<b>-32.1%</b>
(Use Of)/Add To Working Capital	(1,950,997)	167,776	24,517	8,758	(2,433)	
<b>Ending</b>	<b>270,843</b>	<b>438,620</b>	<b>463,137</b>	<b>471,895</b>	<b>469,463</b>	<b>14.7%</b>



**Stormwater Expense**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries - Regular	125,886	128,404	130,972	133,591	136,263	2.0%
Salaries - Overtime	5,000	5,100	5,202	5,306	5,412	2.0%
<b>Total Salaries</b>	<b>130,886</b>	<b>133,504</b>	<b>136,174</b>	<b>138,897</b>	<b>141,675</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	10,012	10,213	10,417	10,626	10,838	2.0%
Retirement	13,089	13,350	13,617	13,890	14,168	2.0%
Life And Health Insurance	22,211	23,544	24,957	26,454	28,041	6.0%
<b>Total Benefits</b>	<b>45,312</b>	<b>47,107</b>	<b>48,991</b>	<b>50,969</b>	<b>53,047</b>	<b>4.0%</b>
<b>Total Compensation</b>	<b>176,198</b>	<b>180,611</b>	<b>185,165</b>	<b>189,867</b>	<b>194,722</b>	<b>2.5%</b>
<b>Operating Expense</b>						
Other Professional Services	300,000	100,000	102,000	104,040	106,121	-22.9%
Other Contracted Services	223,500	227,970	232,529	237,180	241,924	2.0%
Uniform Rental/Laundry	1,248	1,273	1,298	1,324	1,351	2.0%
Repairs - Machinery & Equipment	1,000	1,020	1,040	1,061	1,082	2.0%
Special Supplies	500	510	520	531	541	2.0%
Chemicals/Horticultural	2,000	2,040	2,081	2,122	2,165	2.0%
<b>Total Operating Expense</b>	<b>528,248</b>	<b>332,813</b>	<b>339,469</b>	<b>346,259</b>	<b>353,184</b>	<b>-9.6%</b>
<b>Capital</b>						
Machinery & Equipment	20,247	-	-	-	-	-100.0%
Vehicle Lease/Purchase	68,938	70,023	3,040	3,484	(1,690)	NA
NW 30th Avenue	160,000	-	-	-	-	-100.0%
Zone 1-6	500,000	-	-	-	-	-100.0%
Zone 6	850,000	-	-	-	-	-100.0%
Cairo Lane	300,000	-	-	-	-	-100.0%
New Projects	600,000	1,000,000	5,900,000	5,600,000	5,300,000	
<b>Total Capital</b>	<b>2,499,185</b>	<b>1,070,023</b>	<b>5,903,040</b>	<b>5,603,484</b>	<b>5,298,310</b>	<b>20.7%</b>
<b>Debt Service</b>						
State Revolving Loan	10,479	10,479	10,479	10,479	10,479	0.0%
New Debt	-	-	300,000	600,000	900,000	-
<b>Total Debt Service</b>	<b>10,479</b>	<b>10,479</b>	<b>310,479</b>	<b>610,479</b>	<b>910,479</b>	<b>205.3%</b>
<b>Contingency</b>						
Working Capital Reserve	97,450	100,000	100,000	100,000	100,000	0.6%
<b>Total Contingency</b>	<b>97,450</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0.6%</b>
<b>Total Expense Ex Transfer Out</b>	<b>3,311,560</b>	<b>1,693,926</b>	<b>6,838,153</b>	<b>6,850,088</b>	<b>6,856,695</b>	<b>219.6%</b>
<b>Transfer Out</b>						
Reimbursement - Admin Cost	65,675	61,245	61,468	62,359	63,729	-0.7%
Information Tech Charge	15,886	20,416	16,764	17,081	17,550	2.5%
Insurance Charge - Risk	48,371	50,422	52,751	55,218	57,808	4.6%
Rental Expense - TCO	4,150	1,068	1,090	1,126	1,167	-27.2%
Vehicle Service Charge	5,355	5,147	5,257	5,370	5,485	0.6%
<b>Total Transfer Out</b>	<b>139,437</b>	<b>138,298</b>	<b>137,330</b>	<b>141,154</b>	<b>145,738</b>	<b>1.1%</b>
<b>Total Expense</b>	<b>3,450,997</b>	<b>1,832,224</b>	<b>6,975,483</b>	<b>6,991,242</b>	<b>7,002,433</b>	<b>19.4%</b>

# Information Tech. Internal Services Fund



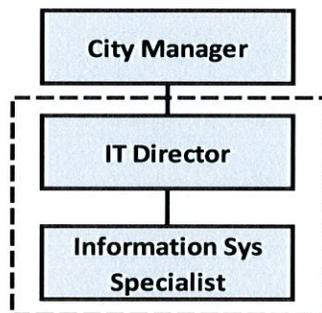


## INFORMATION TECHNOLOGY

**Mission** – Delivering cost-effective technological solution to provide citizens, businesses and City employees with convenient access to information and services.

The I.T. Department contributes to an efficient and productive City government through the use of modern information technologies to improve citizen access to government information and services. Emphasis is also on deployment of advanced technology throughout the organization to enhance productivity and enable the organization to accomplish more with less. This is accomplished through continually identifying and sponsoring new technological applications that will benefit the City.

This is an internal service which is part of the General Fund. It recovers its cost each year and has no fund balance.



**Goal** – Serve as an agent for change through continual streamlining and improving of City processes and services driven by implementation of evolving innovations of hardware and software technologies to maximize the benefits of automation while maintaining an extremely high level of information technology security.

### **Plan Overview / Assumptions**

- City will invest \$1.8 million in hardware and software over the plan period to provide a technology platform to redesign how the City conducts business, enhances transparency and facilitates communications with the community.



**IT Services - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Funding</b>						
Transfer In	713,737	917,268	753,204	767,452	788,511	2.5%
<b>Total Funding</b>	<b>713,737</b>	<b>917,268</b>	<b>753,204</b>	<b>767,452</b>	<b>788,511</b>	<b>2.5%</b>
<b>Expense</b>						
Salary	137,778	140,534	143,344	146,211	149,135	2.0%
Benefits	42,632	44,217	45,878	47,619	49,444	3.8%
<b>Total Compensation</b>	<b>180,410</b>	<b>184,751</b>	<b>189,222</b>	<b>193,830</b>	<b>198,579</b>	<b>2.4%</b>
Operating Expense	390,327	479,744	409,415	419,708	431,220	2.5%
Capital	47,000	164,804	66,800	63,600	65,400	8.6%
<b>Total Expense Ex Transfer Out</b>	<b>617,737</b>	<b>829,299</b>	<b>665,437</b>	<b>677,138</b>	<b>695,199</b>	<b>3.0%</b>
Transfer Out	96,000	87,970	87,766	90,314	93,312	-0.7%
<b>Total Expense</b>	<b>713,737</b>	<b>917,268</b>	<b>753,204</b>	<b>767,452</b>	<b>788,511</b>	<b>2.5%</b>
<b>Over / (Under)</b>	-	-	-	-	-	



IT - Expense

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries Executive	85,327	87,034	88,774	90,550	92,361	2.0%
Salaries Regular	52,451	53,500	54,570	55,661	56,775	2.0%
<b>Total Salaries</b>	<b>137,778</b>	<b>140,534</b>	<b>143,344</b>	<b>146,211</b>	<b>149,135</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	10,540	10,751	10,966	11,185	11,409	2.0%
Retirement	13,778	14,053	14,334	14,621	14,914	2.0%
Life And Health Insurance	18,314	19,413	20,578	21,812	23,121	6.0%
<b>Total Benefits</b>	<b>42,632</b>	<b>44,217</b>	<b>45,878</b>	<b>47,619</b>	<b>49,444</b>	<b>3.8%</b>
<b>Total Compensation</b>	<b>180,410</b>	<b>184,751</b>	<b>189,222</b>	<b>193,830</b>	<b>198,579</b>	<b>2.4%</b>
<b>Operating Expense</b>						
Other Contracted Services	30,000	-	-	-	-	-100.0%
Telephone	105,000	107,100	109,242	111,427	113,655	2.0%
Telephone - Internet	24,000	24,480	24,970	25,469	25,978	2.0%
Office Supplies	300	306	312	318	325	2.0%
Special Supplies	10,000	10,200	10,404	10,612	10,824	2.0%
Software Licensing	221,027	337,658	264,488	271,882	280,437	6.1%
<b>Total Operating Expense</b>	<b>390,327</b>	<b>479,744</b>	<b>409,415</b>	<b>419,708</b>	<b>431,220</b>	<b>2.5%</b>
<b>Capital</b>						
Computer Equipment	47,000	164,804	66,800	63,600	65,400	8.6%
<b>Total Capital</b>	<b>47,000</b>	<b>164,804</b>	<b>66,800</b>	<b>63,600</b>	<b>65,400</b>	<b>8.6%</b>
<b>Total Expense Ex Transfer Out</b>	<b>617,737</b>	<b>829,299</b>	<b>665,437</b>	<b>677,138</b>	<b>695,199</b>	<b>3.0%</b>
<b>Transfer Out</b>						
Admin Charge - Gen Fund	37,000	34,504	34,630	35,132	35,904	-0.7%
Information Tech Charge	8,950	11,502	9,445	9,623	9,887	2.5%
Insurance Charges - Risk	32,245	33,613	35,166	36,810	38,536	4.6%
Rental Expense - TCO	12,449	3,203	3,269	3,379	3,500	-27.2%
Vehicle Service Charges	5,355	5,147	5,257	5,370	5,485	0.6%
<b>Total Transfer Out</b>	<b>96,000</b>	<b>87,970</b>	<b>87,766</b>	<b>90,314</b>	<b>93,312</b>	<b>-0.7%</b>
<b>Total Expense</b>	<b>713,737</b>	<b>917,268</b>	<b>753,204</b>	<b>767,452</b>	<b>788,511</b>	<b>2.5%</b>

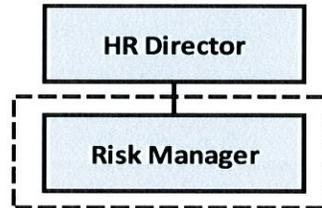
# Risk Management Internal Services Fund





## RISK MANAGEMENT

**Mission** – Conduct programs to (1) protect City assets from loss and/or damage, (2) maximize employee safety and (3) minimize third party claims against the City, and ensure proper insurance coverage in place to limit the City’s financial exposure upon occurrence of any of these events.



**Goal** – An environment where safety, preservation of City assets and the elimination of causes of third party claims is emphasized with cost-effective insurance in place when loss does occur.

### **Plan Overview / Assumptions**

- This is an internal services fund with all costs allocated to other divisions within the City
- General insurance assumed to have a 5% annual growth rate – Recent sharp increases in insurance cost have been caused by Workers’ Compensation which had a bad year in FY 17. This year will drop out of consideration in FY 22 and beyond in rate setting which, all other things being equal, should cause a reduction in future rates.



**Risk Management - Summary**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Funding</b>						
Transfer In	2,659,158	2,771,948	2,899,960	3,035,566	3,177,943	4.6%
<b>Total Funding</b>	<b>2,659,158</b>	<b>2,771,948</b>	<b>2,899,960</b>	<b>3,035,566</b>	<b>3,177,943</b>	<b>4.6%</b>
<b>Expense</b>						
Salary	60,231	61,436	62,664	63,918	65,196	2.0%
Benefits	68,504	59,715	61,164	62,658	64,197	-1.6%
<b>Total Compensation</b>	<b>128,735</b>	<b>121,151</b>	<b>123,829</b>	<b>126,575</b>	<b>129,393</b>	<b>0.1%</b>
Operating Expense	2,497,595	2,617,523	2,743,348	2,875,364	3,013,878	4.8%
<b>Total Expense Ex Transfer Out</b>	<b>2,626,330</b>	<b>2,738,674</b>	<b>2,867,177</b>	<b>3,001,940</b>	<b>3,143,271</b>	<b>4.6%</b>
Transfer Out	32,829	33,275	32,783	33,626	34,672	1.4%
<b>Total Expense</b>	<b>2,659,158</b>	<b>2,771,948</b>	<b>2,899,960</b>	<b>3,035,566</b>	<b>3,177,943</b>	<b>4.6%</b>
<b>Over / (Under)</b>	-	-	-	-	-	



**Risk Management - Expense**

	FY 21	FY 22	FY 23	FY 24	FY 25	
Account Title	Proposed Budget	Outlook	Outlook	Outlook	Outlook	Compound Growth %
<b>Salaries</b>						
Salaries Executive	60,231	61,436	62,664	63,918	65,196	2.0%
Salaries Regular	-	-	-	-	-	0.0%
<b>Total Salaries</b>	<b>60,231</b>	<b>61,436</b>	<b>62,664</b>	<b>63,918</b>	<b>65,196</b>	<b>2.0%</b>
<b>Benefits</b>						
FICA	4,607	4,700	4,794	4,890	4,987	2.0%
Retirement	6,023	6,144	6,266	6,392	6,520	2.0%
Life And Health Insurance	6,009	6,370	6,752	7,157	7,586	6.0%
Worker's Compensation	30,000	30,600	31,212	31,836	32,473	2.0%
Accidental Death	1,865	1,902	1,940	1,979	2,019	2.0%
Unemployment Compensation	20,000	10,000	10,200	10,404	10,612	-14.7%
<b>Total Benefits</b>	<b>68,504</b>	<b>59,715</b>	<b>61,164</b>	<b>62,658</b>	<b>64,197</b>	<b>-1.6%</b>
<b>Total Compensation</b>	<b>128,735</b>	<b>121,151</b>	<b>123,829</b>	<b>126,575</b>	<b>129,393</b>	<b>0.1%</b>
<b>Operating Expense</b>						
Motor Vehicle Claims	15,000	15,300	15,606	15,918	16,236	2.0%
Postage	50	51	52	53	54	2.0%
Insurance Charges - Risk	2,332,545	2,449,172	2,571,630	2,700,212	2,835,222	5.0%
General Liability - Deductible	150,000	153,000	156,060	159,181	162,365	2.0%
<b>Total Operating Expense</b>	<b>2,497,595</b>	<b>2,617,523</b>	<b>2,743,348</b>	<b>2,875,364</b>	<b>3,013,878</b>	<b>4.8%</b>
<b>Total Expense Ex Transfer Out</b>	<b>2,626,330</b>	<b>2,738,674</b>	<b>2,867,177</b>	<b>3,001,940</b>	<b>3,143,271</b>	<b>4.9%</b>
<b>Transfer Out</b>						
Admin Fees - General Fund	18,500	17,252	17,315	17,566	17,952	-0.7%
Information Tech Charges	4,475	5,751	4,722	4,812	4,944	2.5%
Insurance Charges - Risk	9,854	10,272	10,746	11,249	11,776	4.6%
<b>Total Transfer Out</b>	<b>32,829</b>	<b>33,275</b>	<b>32,783</b>	<b>33,626</b>	<b>34,672</b>	<b>1.4%</b>
<b>Total Expense</b>	<b>2,659,158</b>	<b>2,771,948</b>	<b>2,899,960</b>	<b>3,035,566</b>	<b>3,177,943</b>	<b>4.6%</b>

# Governmental Funds Five-Year CIP Plan





**GOVERNMENTAL FUNDS CIP**

**Plan Overview / Assumptions –**

- The five year plan assumptions are summarized below

Project	Cost	Funded By	
Historic City Hall Complex	\$1,500,000	\$1,500,000	County GOB Fund
Cairo Lane	\$800,000	\$800,000	Peoples Transportation Plan
Parks	\$1,600,000	\$800,000	State Grants (FRDAP)
		\$800,000	CRA Funding
Roadways & Sidewalks	\$5,347,138	\$1,000,000	General Fund Revenue
		\$2,833,146	Peoples Transportation Plan
		\$1,513,992	Safe Neighborhood
Total	\$9,247,138	\$9,247,138	



**Governmental Funds Five-Year CIP Plan**

Funding Source / Project Name	FY 21	FY 22	FY 23	FY 24	FY 25	Total FY 21 - FY 25
<b><u>Funding</u></b>						
<b>Grants</b>						
GOB Grant - Historic City Hall	-	1,500,000	-	-	-	1,500,000
FRDAP	-	200,000	200,000	200,000	200,000	800,000
<b>Total Grants</b>	-	<b>1,700,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>2,300,000</b>
<b>Transfer-In</b>						
From General Fund	-	250,000	250,000	250,000	250,000	1,000,000
From CRA Fund	-	200,000	200,000	200,000	200,000	800,000
<b>Total Transfer-In</b>	-	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>1,800,000</b>
<b>Internal Funding Sources</b>						
People's Trans. Plan Revenue	490,000	499,800	509,796	519,992	530,392	2,549,980
People's Trans. Plan Fund Balance	683,166	400,000	-	-	-	1,083,166
Safe Neighborhood Revenue	186,834	322,000	328,440	335,009	341,709	1,513,992
<b>Total Internal Funding Sources</b>	<b>1,360,000</b>	<b>1,221,800</b>	<b>838,236</b>	<b>855,001</b>	<b>872,101</b>	<b>5,147,138</b>
<b>Total Funding</b>	<b>1,360,000</b>	<b>3,371,800</b>	<b>1,488,236</b>	<b>1,505,001</b>	<b>1,522,101</b>	<b>9,247,138</b>
<b><u>Projects</u></b>						
<b>Expenditure</b>						
Historic City Hall	-	1,500,000	-	-	-	1,500,000
Cairo Lane	800,000	-	-	-	-	800,000
Roadway Resurfacing	300,000	1,206,600	817,732	829,087	840,668	3,994,087
Sidewalks	260,000	265,200	270,504	275,914	281,433	1,353,051
Parks	-	400,000	400,000	400,000	400,000	1,600,000
<b>Total Funded Projects</b>	<b>1,360,000</b>	<b>3,371,800</b>	<b>1,488,236</b>	<b>1,505,001</b>	<b>1,522,101</b>	<b>9,247,138</b>
<b>Over / Under</b>	-	-	-	-	-	-

# Enterprise Funds Five-Year CIP Plan





**ENTERPRISE FUNDS CIP**

**Plan Overview / Assumptions –**

- The five-year plan assumptions for Water-Sewer CIP are summarized below

Project	Cost	Funded By	
Cairo Lane **	\$2,900,000	\$119,100	Water-Sewer Fund Revenue
		\$479,934	Current Grants
		\$2,300,966	Current Loans
Zones 1-6	\$2,435,686	\$2,435,686	
Future Projects*	\$12,000,000	\$12,000,000	New Loans
<b>Total</b>	<b>\$17,335,686</b>	<b>\$17,335,686</b>	

\* Infrastructure requirements currently being reviewed by engineering consultants with a prioritized list of projects to be provided by October, 2020

\*\* This fund's share of the \$4.0 million Cairo Lane project

- The five-year plan assumptions for Stormwater CIP are summarized below

Project	Cost	Funded By	
Zone 6	\$850,000	\$761,564	Stormwater Fund Revenue
		\$88,436	
Master Plan	\$300,000	\$300,000	Stormwater Fund Fund Balance
NW 30 <sup>th</sup> Ave	\$160,000	\$160,000	
Cairo Lane **	\$300,000	\$300,000	
DPC – Zone 1-6	\$500,000	\$500,000	
Future Projects*	\$18,400,000	\$600,000	
		\$2,800,000	Stormwater Fund Revenue
		\$15,000,000	New Loans
<b>Total</b>	<b>\$20,510,000</b>	<b>\$20,510,000</b>	

\* Infrastructure requirements currently being reviewed by engineering consultants with a prioritized list of projects to be provided by October, 2020

\*\* This fund's share of the \$4.0 million Cairo Lane project



**Water-Sewer Fund Five-Year CIP Plan**

Funding Source / Project Name	FY 21	FY 22	FY 23	FY 24	FY 25	Total FY 21 - FY 25
<b>Funding</b>						
<b>Grants</b>						
LP 13036	200,704	-	-	-	-	200,704
LP 13037	279,230	-	-	-	-	279,230
<b>Total Grants</b>	<b>479,934</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>479,934</b>
<b>Loans</b>						
SRF WW 130301	2,274,966	-	-	-	-	2,274,966
SRF DW 130331	526,000	1,935,686	-	-	-	2,461,686
New Loans	-	-	3,000,000	4,000,000	5,000,000	12,000,000
<b>Total Loans</b>	<b>2,800,966</b>	<b>1,935,686</b>	<b>3,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>16,736,652</b>
<b>Internal Funding Sources</b>						
Water-Sewer Revenue	119,100	-	-	-	-	119,100
<b>Total Internal Funding Sources</b>	<b>119,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>119,100</b>
<b>Total Funding</b>	<b>3,400,000</b>	<b>1,935,686</b>	<b>3,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>17,335,686</b>
<b>Projects</b>						
<b>Expenditure</b>						
Cairo Lane	2,900,000	-	-	-	-	2,900,000
DCP Zone 1-6	500,000	-	-	-	-	500,000
New Projects - New Loan	-	-	3,000,000	4,000,000	5,000,000	12,000,000
Zones 1 - 6	-	1,935,686	-	-	-	1,935,686
<b>Total Funded Projects</b>	<b>3,400,000</b>	<b>1,935,686</b>	<b>3,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>17,335,686</b>
<b>Over / Under</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Stormwater Fund Five-Year CIP Plan**

Funding Source / Project Name	FY 21	FY 22	FY 23	FY 24	FY 25	Total FY 21 - FY 25
<b><u>Funding</u></b>						
<b>Grants</b>						
LP 13035	-					-
<b>Total Grants</b>	-	-	-	-	-	-
<b>Loans</b>						
New Loans	-	-	5,000,000	5,000,000	5,000,000	15,000,000
<b>Total Loans</b>	-	-	5,000,000	5,000,000	5,000,000	15,000,000
<b>Internal Funding Sources</b>						
Stormwater Revenue	761,564	1,000,000	900,000	600,000	300,000	3,561,564
Stormwater Fund Balance	1,948,436	-	-	-	-	1,948,436
<b>Total Internal Funding Sources</b>	<b>2,710,000</b>	<b>1,000,000</b>	<b>900,000</b>	<b>600,000</b>	<b>300,000</b>	<b>5,510,000</b>
<b>Total Funding</b>	<b>2,710,000</b>	<b>1,000,000</b>	<b>5,900,000</b>	<b>5,600,000</b>	<b>5,300,000</b>	<b>20,510,000</b>
<b><u>Projects</u></b>						
<b>Expenditure</b>						
Stormwater Master Plan	300,000					300,000
DPC - Zone 1 - 6	500,000					500,000
NW 30th Avenue	160,000					160,000
Zone 6	850,000					850,000
Cairo Lane	300,000					300,000
Project - TBD	600,000	1,000,000	5,900,000	5,600,000	5,300,000	18,400,000
<b>Total Funded Projects</b>	<b>2,710,000</b>	<b>1,000,000</b>	<b>5,900,000</b>	<b>5,600,000</b>	<b>5,300,000</b>	<b>20,510,000</b>
<b>Over / Under</b>	-	-	-	-	-	-