City Of Opa-locka, Florida
Proposed FY 21 Budget



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City of Opa-locka

FISCAL YEAR 2021



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

Aria Austin, Public Works Director/CIP Director

Charles Brown, Parks and Recreation Director

James Dobson, Police Chief

Gregory Gay, Community Development Director/CRA Director

Gerri Lazarre, Interim Finance Director/Consultant

Nelson Rodriquez, Information Technology Director

Kierra Ward, Human Resources Director

Financial Oversight Board

Melinda Miguel, Chief Inspector General

Board Members

Andrew R. Collins, Board Chair

Angela Knecht

Kim Mills

Vernita Nelson

J.D. Patterson, Jr.

Frank Rollason

Legal

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John E. Pate, MS, CM
City Manager

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July 30, 2020

To the Honorable Mayor, Vice Mayor and Commissioners:

In accordance with the City's Charter, Article III, Section 3.3 (a), I am very pleased to submit for your review and consideration the FY 21 Proposed Operating Budget for all funds, including the Capital Improvement Program, for the fiscal year of October 1, 2020 through September 30, 2021.

Before presenting the proposed FY 21 budget, I would like to take a moment to present the excellent progress the City has made this year as it moves forward toward recovery. Some of the highlights include:

- The major operating funds (General Fund, Water-Sewer and Stormwater Fund) are forecasted to generate surpluses this year. This is particularly meaningful for the General Fund which is estimated to require several years of significant surpluses to restore its fund balance to acceptable levels as a condition of exiting from State control, with this year forecasted to make significant progress in that direction, but with further substantial improvement estimated to still be required.
- Completion and submission of an effective and realistic five-year recovery plan.
- The tax base grew by 30.1% (reduced to 29.2% after a year of Value Adjustment Board activity) primarily due to a major Amazon investment in the City, providing an additional and ongoing $2.4 million of property tax revenue to address important City needs.
- A major Commission focus on creating community awareness as to the dangers of COVID-19 and the precautionary efforts to be taken to lessen the risk of infection, including establishing the first walk-up testing site that accepted people under 19 in the County.
- With a major effort, the Finance Department has completed the FY 18 audit by the May deadline, putting in place another block in restoring confidence that City financial operations are able to exercise fiduciary obligations in a responsible way.
- City National Bank holds the 2015 Notes associated with financing the City Municipal Complex (780 Fisherman Street). Against this debt the City has pledged utility tax and communications services tax revenue, with the surplus over debt payment to go to the City each month. With declaration of the City's financial emergency in 2016, the bank had retained this surplus. By June of this year, it had grown to $5.2 million. In a vote of confidence, the bank has released this surplus with half going to the City and half being prepaid against the Notes, resulting in the balloon payment for these Notes due in 2026 cut in half.

- The County's assuming billing responsibility for the City's utility customers has paid substantial dividends with billing issues greatly reduced. As this billing settles out, when compared to 2018, it appears that for the same customer set there will be a nearly $4 million increase (58%) in water-sewer revenue, allowing the City to begin making important investment in restoring the water-sewer infrastructure.
- Although all operating funds are anticipated to generate surpluses, the City will still invest $4.7 million in infrastructure, including completing remaining sewer main relining to satisfy release from the County restriction on additional sewer connections, resurfacing 6.5 miles of roadway, installing 2.6 miles of new sidewalks and renovation of Ingram Park.
- Major focus on pothole reduction has resulted in virtual elimination of the 195 potholes originally targeted for repair.
- In another vote of confidence, the County's Citizens Independent Transportation Trust (CITT), approved FY 15–FY 17 audits and released $901,000 of funds previously withheld, allowing for a major investment in resurfacing the City's roadways.
- Good progress is being made in addressing the recommendations provided by the State in May, 2019, as part of the State's Operational Audit with all issues targeted for completion by September. In conjunction with this, Finance is developing and implementing a comprehensive set of policies and procedures to further demonstrate its progress in fulfilling its fiduciary responsibilities
- The CRA initiated a downtown masterplan study to establish definitive guidance as to the direction of future development within the Community Redevelopment Area.
- The CRA initiated a façade improvement program to improve appearance of City's commercial and industrial areas.
- A stormwater masterplan has been initiated to address one of the City's highest priority issues and provide guidance as to the road forward.
- The City has contracted for delivery of ten new police vehicles to begin to replace the inventory of aged police vehicles which have exceeded their cost-effective lives.
- Several major development projects have received site plan / development agreement approval, potentially improving both the City's aesthetics as well as its tax base.
- The Police Department has begun implementation of revised policies and procedures in response to the audit conducted by the County Police Department.
- It is forecasted 2,000 tons of illegally dumped trash will be removed this year.
- Installation of high intensity LED streetlights throughout the City to increase safety and deter surreptitious illegal dumping.

In regard to FY 21, the following approaches were taken for the three major operating funds (General Fund, Water-Sewer Fund and Stormwater Fund).

<u>General Fund</u>

For FY 21, the pieces were in place for another very good year on the road to recovery, prior to the advent of the pandemic which has created major revenue uncertainty. The Finance department deployed essentially all its resources to get the FY 18 audit submitted in May. The price for doing that is that very little of the normal accounting for FY 20 has been done. Normally it would be possible to look at the revenue transactions for the past several months to assess the impact of the pandemic and then make a judgment as to its continuing impact in FY 21. Although Finance is working extremely diligently to get caught up, at present this important information is not yet available. This is particularly relevant to the General Fund which is the primary source of most City services other than utility services.

Consequently, in view of the revenue uncertainty, the following approach has been utilized in developing the proposed FY 21 General Fund budget.

- The primary focus is to not lose ground on the progress made in regard to fund balance but to not anticipate any material improvement in view of the potentially depressed revenue and the need to maintain a minimum level of service.
- The City has been advised the tax base has grown by 8.0% from last year's tax base after adjustments done by the Value Adjustment Board. Although the pandemic has created hardship in the ability to pay property tax bills, any property tax bill remaining unpaid as of next June will be put up for tax certificate sale. It's believed that there will enough investor interest that the City will receive the tax receipts it would normally receive.
- Red light camera revenue, for which monthly reports are received directly by the Budget department, indicates continued strong revenue even with COVID-19, and that has been assumed to continue with little diminution next year.
- Communications Services Taxes, also available directly from the State without going through Finance, also demonstrates strength in the face of the pandemic, and that is assumed to continue.
- In the absence of any other information, all other General Fund revenues sources have been reduced by around 35%
- In view of the revenue uncertainty, General Fund staffing has been kept five positions below the FY 20 adopted budget. Twelve additional positions which had been requested to provide better service haven't been included in the proposed budget.
- There are no compensation increases other than increases related to the Police contract.
- Health costs have been assumed to increase 10% although this won't be known until September.
- All operating and departmental capital expenditure have been budgeted at levels below levels forecasted for FY 20.
- A contingency of $1.4 million is included to offset a further potential revenue shortfall or major unanticipated expenditures.
- Once there is more clarity to revenue, the budget will be reviewed and recommendations for amendments for the deferment of expenditures will be made if warranted by the updated revenue picture.

Water-Sewer Fund

- This fund's fund balance is estimated to be positive although not as large as desirable. This isn't considered to be a significant issue at this time.
- The revenue picture is judged to be much less impacted by the pandemic, allowing for greater certainty in budgeting.
- Staffing has been budgeted for two less positions than approved in the FY 20 budget but three more than currently on board. Compensation and health cost assumptions as indicated in the General Fund.
- The availability of $3.3 million of grants and loans will facilitate significant capital expenditure of a like amount
- Potential legal expenses related to the utility billing issues have been budgeted at $0.5 million.
- Contingency of $0.3 million has been established
- This fund is constrained by $2.0 million of annual debt service it has incurred.

Stormwater Fund

- This fund is very healthy and has a fund balance significantly greater than required.

- Revenue is anticipated to increase significantly, based on actions underway to more properly reflect these charges on the utility bill.
- This is the only fund with an increase of staffing (0.6 FTE) over the adopted FY 20 budget.
- There will be significant investment in stormwater infrastructure based on the availability of fund balance in excess of what is required for this fund.

FY 21 Major Objectives (Additional Objectives Also Indicated In Each Division)

- A compensation policy of a $30,000 minimum wage for full-time employees.
- Identification and valuation of all City assets to eliminate an impediment to clean audits.
- Park masterplan development to provide clear direction in the future investment of City resources to develop a park system from which the community will be able to have great pride and enjoyment.
- A strong public information / marketing program to ensure an accurate and positive image is presented to the world and, to the extent the pandemic continues, ensures the community is continually kept aware of the threat and the necessary steps required to minimize the risk.
- IT initiative to accelerate implementation of technology and redesign of business processes in multiple departments.
- Acceptance by the State of the City's five-year recovery plan
- No negative findings by the State in evaluating the City's responses to the recommendations provided in the 2019 Operational Audit.
- Completion of the FY 19 and FY 20 City audits and ancillary audits required to meet CITT requirements.
- Motivate additional commercial development utilizing the proximity of Amazon as a benefit.
- Additional CRA façade and streetscape programs to enhance City appearance
- Updated CRA plan, possibly including an expanded Community Redevelopment Area to leverage impact
- Increased staffing to twenty hours per week dedicated to the expeditious removal of illegally dumped trash to improve City appearance
- Increased emphasis on community policing and Police community outreach.
- Achievement of further reduction of criminal activity
- Very significant reduction in illegal dumping
- Major emphasis on seeking grant and loan opportunities
- Possible renegotiation of trash memorandum of understanding (MOU) with the County to enhance City appearance by City assuming collection responsibility for more timely removal of trash
- Resurfacing of 1.5 miles roadway and an additional 2.0 miles of new sidewalk
- Completion of the Cairo Lane project
- Employment of a Property Manager for Town Center
- 100% occupancy of Town Center rental space
- Division of Town Center into condominium units to limit impact of property tax to only those units occupied by "For Profit" companies
- Continued progress in reducing water loss in water distribution system
- Continued progress in reducing inflow and infiltration (I&I) into the wastewater collection and transmission system.
- Movement of stormwater fees from the utility bill to the FY 22 property tax bill to ensure all properties are correctly charged for the fees associated with each property and that the City receives the full amount due for providing stormwater services.

- Resolution of the large delinquency remaining on closed accounts in regard to customers who are now being billed by the County in new accounts

Conclusion

The City has made excellent progress in restoring its fiscal integrity and credibility as a viable and responsible city. However, much still remains to be done, made all the more challenging with the pandemic impeding the rate of recovery. However, thanks to the guidance and leadership of the Mayor and Commission, the City will meet all of the requirements in the next couple of years that will allow it to exit from State control and allow it to resume its role as a respected member of the Florida community of municipalities. Additionally, I would like to thank the staff for all of their hard work and thoughtfulness in developing a budget providing a very clear roadmap on what needs to be done. In particular I would like to thank Gerri Lazarre for her leadership in the restoration of the City's financial credibility and her efforts in ensuring the integrity of this budget.

Respectfully,

John E. Pate

John E. Pate, MS, CM
City Manager

Citywide Summary

City-Wide - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Revenue - Ex Grants	27,978,904	35,778,069	35,351,462	(426,607)	33,657,675	(1,693,787)
Grants	297,514	1,721,049	1,250,516	(470,533)	479,934	(770,582)
Total Revenue	28,276,418	37,499,118	36,601,978	(897,140)	34,137,609	(2,464,369)
Loans	348,558	4,304,308	389,936	(3,914,372)	2,800,966	2,411,030
Total	28,624,976	41,803,426	36,991,914	(4,811,512)	36,938,575	(53,339)
Transfers-In	4,785,633	7,219,946	8,075,429	855,483	6,266,013	(1,809,416)
Total Funding	33,410,609	49,023,372	45,067,344	(3,956,028)	43,204,588	(1,862,755)
Expenditure						
Salaries	6,810,845	7,423,459	6,951,034	(472,425)	7,504,520	553,486
Benefits	2,369,915	2,793,843	2,520,850	(272,993)	2,840,350	319,500
Total Compensation	9,180,760	10,217,302	9,471,884	(745,418)	10,344,870	872,986
Operating Expense	12,563,443	15,687,596	14,364,264	(1,323,332)	14,906,223	541,959
Other Uses	337,238	2,461,883	1,499,428	(962,455)	1,497,428	(2,000)
Capital	2,197,617	7,581,991	3,746,231	(3,835,760)	7,175,319	3,429,088
Debt Service	1,650,546	3,280,337	3,194,892	(85,445)	3,194,941	49
Contingency	458,750	3,172,571	1,096,647	(2,075,924)	2,453,947	1,357,300
Total Expense Ex Transfer Out	26,388,354	42,401,680	33,373,346	(9,028,334)	39,572,728	6,199,382
Transfer Out	4,803,671	7,245,930	8,075,429	829,499	6,266,013	(1,809,416)
Total Expense	31,192,025	49,647,610	41,448,776	(8,198,834)	45,838,741	4,389,966
Add't To / (Use Of) Fund Balance	2,218,584	(624,238)	3,618,568	4,242,806	(2,634,153)	(6,252,721)

Citywide - Detail

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
General Fund	13,116,370	16,232,130	15,962,677	(269,453)	15,789,810	(172,868)
CRA Fund	555,288	734,292	734,292	-	1,046,910	312,618
Debt Service Fund	3,351,104	3,495,364	2,871,021	(624,343)	3,011,857	140,836
Safe Neighborhood CIP Funding	367,614	931,919	838,086	(93,833)	186,834	(651,252)
Peoples' Transportation Fund	75,000	1,643,987	1,503,436	(140,551)	700,000	(803,436)
Town Center Fund	117,611	294,010	192,864	(101,146)	221,168	28,304
Special Law Enforcement Fund	11,705	-	-	-	-	-
Total Governmental Funds	17,594,692	23,331,702	22,102,376	(1,229,326)	20,956,579	(1,145,797)
Water-Sewer Fund	9,498,803	12,701,104	13,075,106	374,002	11,681,030	(1,394,076)
Stormwater Fund	1,182,923	1,466,312	1,424,496	(41,816)	1,500,000	75,504
Total Proprietary Funds	10,681,726	14,167,416	14,499,602	332,186	13,181,030	(1,318,572)
Total Revenue All Funds	28,276,418	37,499,118	36,601,978	(897,140)	34,137,609	(2,464,369)
Loans	348,558	4,304,308	389,936	(3,914,372)	2,800,966	2,411,030
Transfers In	4,785,633	7,219,946	8,075,429	855,483	6,266,013	(1,809,416)
Total Citywide Funding	33,410,609	49,023,372	45,067,344	(3,956,028)	43,204,588	(1,862,755)
Expenditure (Ex Transfers Out)						
General Fund	11,573,825	16,317,376	13,963,375	(2,319,000)	15,115,893	1,152,518
CRA Fund	35,074	463,026	358,951	(104,075)	1,029,454	670,503
Debt Service Fund	858,728	1,209,858	1,209,848	(10)	1,209,897	49
Safe Neighborhood CIP Funding	510,922	1,768,100	1,177,891	(590,209)	186,834	(991,057)
Peoples' Transportation Fund	210,388	1,643,987	1,727,140	83,153	1,383,166	(343,974)
Town Center Fund	629,348	619,310	474,557	(144,753)	549,373	74,816
Special Law Enforcement Fund	4,406	10,000	-	(10,000)	-	-
Risk Internal Services Fund	2,166,483	2,402,842	2,365,954	(36,888)	2,626,330	260,375
IT Internal Service Fund	449,037	653,373	635,897	(17,476)	617,737	(18,160)
Total Governmental Funds	16,438,211	25,087,872	21,913,614	(3,139,258)	22,718,684	805,070
Water-Sewer Fund	9,412,848	16,027,620	10,459,510	(5,568,110)	13,543,159	3,083,649
Stormwater Fund	537,295	1,286,188	1,000,223	(285,965)	3,310,886	2,310,663
Total Proprietary Funds	9,950,143	17,313,808	11,459,733	(5,854,075)	16,854,045	5,394,312
Total Exp - Ex Transfer Out	26,388,354	42,401,680	33,373,346	(8,993,333)	39,572,728	6,199,382
Transfers Out	4,803,671	7,245,930	8,075,429	829,499	6,266,013	(1,809,416)
Total Citywide Expenditure	31,192,025	49,647,610	41,448,776	(8,163,834)	45,838,741	4,389,966
Add't To / (Use Of) Fund Balance	2,218,584	(624,238)	3,618,568	4,207,806	(2,634,153)	(6,252,721)

Citywide - By Fund

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Total Governmental Funds						
Funding	22,380,325	30,206,676	29,832,834	(373,843)	27,222,592	(2,609,528)
Expenditure	20,016,898	30,830,914	29,038,584	(1,757,329)	27,905,758	(1,132,826)
Over / (Under)	2,363,427	(624,238)	794,249	1,383,487	(683,165)	(1,476,702)
Enterprise Funds						
Water-Sewer Fund						
Funding	9,847,361	17,350,384	13,810,014	(3,540,370)	14,481,996	671,982
Expenditure	10,571,634	17,350,384	11,291,906	(6,058,478)	14,481,996	3,190,090
Over / (Under)	(724,273)	-	2,518,108	2,518,108	-	(2,518,108)
Stormwater Fund						
Funding	1,182,923	1,466,312	1,424,496	(41,816)	1,500,000	75,504
Expenditure	603,493	1,466,312	1,118,286	(348,026)	3,450,988	2,332,702
Over / (Under)	579,430	-	306,210	306,210	(1,950,988)	(2,257,198)
Total Enterprise Funds						
Funding	11,030,284	18,816,696	15,234,510	(3,582,186)	15,981,996	747,486
Expenditure	11,175,127	18,816,696	12,410,191	(6,406,505)	17,932,984	5,522,792
Over / (Under)	(144,843)	-	2,824,319	2,824,319	(1,950,988)	(4,775,306)
Total City						
Funding	33,410,609	49,023,372	45,067,344	(3,956,028)	43,204,588	(1,862,043)
Expenditure	31,192,025	49,647,610	41,448,776	(8,163,834)	45,838,741	4,389,966
Add't To / (Use Of) Fund Balance	2,218,584	(624,238)	3,618,568	4,207,806	(2,634,153)	(6,252,008)

Governmental Funds - By Fund

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
General Fund						
Funding	14,755,777	19,332,329	19,861,739	529,410	18,250,513	(1,610,513)
Expenditure	14,135,835	19,332,329	17,208,904	(2,088,424)	18,250,513	1,041,608
Add't To / (Use Of) Fund Balance	619,942	-	2,652,834	2,617,834	-	(2,652,121)
CRA Fund						
Funding	555,288	734,292	734,292	-	1,046,910	312,618
Expenditure	38,961	812,347	719,173	(93,174)	1,046,910	327,737
Add't To / (Use Of) Fund Balance	516,327	(78,055)	15,119	93,174	-	(15,119)
Debt Service Fund						
Funding	3,351,104	3,495,364	2,871,021	(624,343)	3,011,857	140,836
Expenditure	1,777,924	3,495,366	4,521,021	1,025,655	3,011,857	(1,509,164)
Add't To / (Use Of) Fund Balance	1,573,180	(2)	(1,650,000)	(1,649,998)	-	1,650,000
Safe Neighborhood Fund						
Funding	367,614	1,231,919	1,177,891	(54,028)	186,834	(991,057)
Expenditure	510,922	1,768,100	1,177,891	(590,209)	186,834	(991,057)
Add't To / (Use Of) Fund Balance	(143,308)	(536,181)	-	536,181	-	-
Peoples' Transportation Plan Fund						
Funding	75,000	1,643,987	1,503,436	(140,551)	700,000	(803,436)
Expenditure	210,388	1,643,987	1,727,140	83,153	1,383,166	(343,974)
Add't To / (Use Of) Fund Balance	(135,388)	-	(223,704)	(223,704)	(683,166)	(459,462)
Town Center						
Funding	443,887	668,518	568,668	(99,850)	652,960	84,292
Expenditure	678,259	668,518	568,668	(99,850)	652,960	84,292
Add't To / (Use Of) Fund Balance	(234,372)	-	-	-	-	-
Special Law Enforcement Fund						
Funding	11,705	-	-	-	-	-
Expenditure	4,406	10,000	-	(10,000)	-	-
Add't To / (Use Of) Fund Balance	7,299	(10,000)	-	10,000	-	-
IT Internal Service Fund						
Funding	417,994	695,356	719,610	24,254	714,270	(5,340)
Expenditure	491,996	695,356	719,610	24,254	714,270	(5,340)
Add't To / (Use Of) Fund Balance	(74,002)	-	-	-	-	-
Risk Manage. Internal Service Fund						
Funding	2,401,956	2,404,911	2,396,177	(8,734)	2,659,248	263,071
Expenditure	2,168,207	2,404,911	2,396,177	(8,734)	2,659,248	263,071
Add't To / (Use Of) Fund Balance	233,749	-	-	-	-	-
Total Governmental Funds						
Funding	22,380,325	30,206,676	29,832,834	(373,843)	27,222,592	(2,609,528)
Expenditure	20,016,898	30,830,914	29,038,584	(1,757,329)	27,905,758	(1,132,826)
Add't To / (Use Of) Fund Balance	2,363,427	(624,238)	794,249	1,383,487	(683,165)	(1,476,702)

Staffing

	FY 14		FY 20 Budget		FY 20 Actual		FY 21 Proposed		Requested - Not In Budget	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Governmental Funds										
City Manager	9.0	-	6.0	-	5.0	-	5.0	-	-	-
City Clerk	5.0	-	4.0	-	4.0	-	4.0	-	-	-
HR	4.0	-	3.0	-	2.0	-	2.0	-	1.0	-
Risk	-	-	1.0	-	1.0	-	1.0	-	-	-
Finance	6.0	-	7.0	-	5.0	-	8.0	-	-	-
IT	3.0	-	2.0	-	2.0	-	2.0	-	-	-
CD	7.0	-	3.6	-	3.6	-	3.6	-	0.5	-
Building & License	8.0	-	3.5	4.0	3.8	4.0	3.8	4.0	-	2.0
Parks & Recreation	16.0	2.0	9.0	-	7.0	-	9.0	-	-	-
Police										
Sworn	55.0	-	47.0	-	43.0	-	43.0	-	4.0	-
Other	12.0	13.0	8.0	11.0	8.0	11.0	8.0	11.0	-	-
Code	5.0	-	6.0	-	6.0		6.0	-	-	-
Public Works										
Admin	2.0	-	2.0	-	4.0		4.0	-	1.0	-
Building Maint	4.0	-	3.5	-	3.5		3.5	-	1.0	-
Roads & Streets	12.0	-	7.5	-	5.5		5.5	-	2.0	-
Vehicle Maint	4.0	-	3.0	-	3.7		3.7	-	-	-
Illegal Dumping	-	-	0.0		0.0	-	1.0	-	1.0	-
Town Center	-	-	1.0		1.0	-	1.0	-	-	-
CRA	3.0	-	0.4	-	0.4	-	0.4	-	0.5	-
People Trans Plan	7.0	-	-	-	-	-	-	-	-	-
Total Gov Funds	162.0	15.0	117.5	15.0	108.5	15.0	114.5	15.0	11.0	2.0
Enterprise Funds										
Solid Waste	1.0	-	-	-	-	-	-	-	-	-
Utility Bill/Cust Svc	8.0	-	5.0	-	4.0	2.0	4.0	1.0	-	-
Meters / Line Maint	10.0	-	6.0	-	3.0	-	4.3	-	-	-
Water	10.0	-	2.0	-	3.0	-	4.0	-	-	-
Sewer	10.0	-	6.0	-	3.0	-	5.3	-	-	-
CIP	-	-	2.5	-	2.0		1.5		-	-
Stormwater	3.0	-	3.0	-	1.0	-	3.6	-	-	-
Total Ent Funds	42.0	-	24.5	-	16.0	2.0	22.5	1.0	-	-
Total City	204.0	15.0	142.0	15.0	124.5	17.0	137.0	16.0	11.0	2.0

General Fund Summary

General Fund Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Revenue						
Ad Valorem	7,804,572	10,747,824	10,223,756	(524,068)	10,785,234	561,478
Utility Taxes	77,475	42,749	70,873	28,124	60,242	(10,631)
Franchise Fees	2,065,256	1,881,433	1,648,547	(232,886)	1,500,805	(147,742)
Licenses	299,695	234,203	268,750	34,547	214,788	(53,963)
Permits	693,215	607,540	864,282	256,742	464,640	(399,642)
Charges For Services	85,124	68,750	57,680	(11,070)	49,028	(8,652)
Fines & Forfeitures	1,570,013	2,349,283	2,618,982	269,699	2,567,232	(51,750)
Other Revenue	289,162	269,248	178,708	(90,540)	147,842	(30,866)
Grants & Donations	231,858	31,100	31,100	-	-	(31,100)
Total Revenue	13,116,370	16,232,130	15,962,677	(269,453)	15,789,810	(172,868)
Transfer In	1,639,407	3,100,199	3,899,061	798,862	2,460,703	(1,437,645)
Total Funding	14,755,777	19,332,329	19,861,739	529,410	18,250,513	(1,610,513)
Expenditure						
Salaries	5,922,993	6,131,352	5,965,553	(165,799)	6,313,654	348,101
Benefits	2,052,625	2,317,760	2,170,451	(147,309)	2,393,052	222,601
Total Compensation	7,975,618	8,449,112	8,136,004	(313,108)	8,706,706	570,702
Operating Expense	2,330,565	3,268,797	2,926,825	(306,971)	3,104,099	177,274
Other Uses	337,238	2,461,883	1,499,428	(962,455)	1,497,428	(2,000)
Capital	499,298	314,453	314,471	18	91,900	(222,571)
Contingency	431,106	1,823,131	1,086,647	(736,484)	1,715,760	629,113
Total Expense Ex Transfer Out	11,573,825	16,317,376	13,963,375	(2,319,000)	15,115,893	1,152,518
Transfer Out	2,562,010	3,014,953	3,245,529	230,576	3,134,620	(110,910)
Total Expense	14,135,835	19,332,329	17,208,904	(2,088,424)	18,250,513	1,041,608
(Use Of)/Add To Fund Balance	619,942	-	2,652,834	2,617,834	-	(2,652,121)
Fund Balance - Unassigned						
Beginning	(3,964,529)	(3,344,587)	(3,344,587)	-	(691,753)	2,652,834
(Use Of)/Add To Fund Balance	619,942	-	2,652,834	2,617,834	-	(2,652,121)
Ending	(3,344,587)	(3,344,587)	(691,753)	2,617,834	(691,753)	713

General Fund - Funding

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding Summary						
Revenue						
Ad Valorem	7,804,572	10,747,824	10,223,756	(524,068)	10,785,234	561,478
Utility Taxes	77,475	42,749	70,873	28,124	60,242	(10,631)
Franchise Fees	2,065,256	1,881,433	1,648,547	(232,886)	1,500,805	(147,742)
Licenses	299,695	234,203	268,750	34,547	214,788	(53,963)
Permits	693,215	607,540	864,282	256,742	464,640	(399,642)
Charges For Services	85,124	68,750	57,680	(11,070)	49,028	(8,652)
Fines & Forfeitures	1,570,013	2,349,283	2,618,982	269,699	2,567,232	(51,750)
Other	289,162	269,248	178,708	(90,540)	147,842	(30,866)
Grants & Donations	231,858	31,100	31,100	-	-	(31,100)
Total Revenue	13,116,370	16,232,130	15,962,677	(269,453)	15,789,810	(172,868)
Transfers-In	1,639,407	3,100,199	3,899,061	798,862	2,460,703	(1,438,358)
Total Funding	14,755,777	19,332,329	19,861,739	529,410	18,250,513	(1,611,226)
Funding Detail						
Ad Valorem Taxes	7,804,572	10,747,824	10,223,756	(524,068)	10,785,234	561,478
Utility Taxes						
Utility Tax - City Gas	1,879	20,000	14,000	(6,000)	11,900	(2,100)
Utility Tax - Other	75,596	22,749	56,873	34,124	48,342	(8,531)
Total Utility Taxes	77,475	42,749	70,873	28,124	60,242	(10,631)
Franchise Fees						
Franchise Fee - F.P.L.	1,245,786	1,212,768	970,214	(242,554)	824,682	(145,532)
Franchise Fee - Great Waste	209,390	204,000	192,000	(12,000)	192,000	-
Franchise Fee-Commercial Waste	602,480	444,000	468,000	24,000	468,000	-
Franchise Fee - Bench Ads	3,600	3,000	3,600	600	3,600	-
Franchise Fee - BFI	-	8,665	4,333	(4,333)	3,683	(650)
Nu-Way Towing Services Inc	550	3,000	2,100	(900)	1,785	(315)
Sunshine Towing Inc	3,450	3,000	2,850	(150)	2,423	(428)
Dolphin Towing & Recovery	-	-	2,000	2,000	1,700	(300)
Downtown Towing Company	-	3,000	3,450	450	2,933	(518)
Total Franchise Fees	2,065,256	1,881,433	1,648,547	(232,886)	1,500,805	(147,742)
Licenses						
Occupation Licenses - City	269,519	190,000	200,000	10,000	170,000	(30,000)
Occupation Licenses-Field Inspectior	3,931	3,500	2,450	(1,050)	2,083	(368)
Occupation Licenses-Late Penalty	11,270	10,000	39,000	29,000	19,500	(19,500)
Contractor Licenses	500	-	900	900	765	(135)
Mobile Home Licenses	-	4,000	400	(3,600)	340	(60)
Alcoholic Beverages	6,240	6,703	10,000	3,297	8,500	(1,500)
Occupation Licenses - County	8,235	20,000	16,000	(4,000)	13,600	(2,400)
Total Licenses	299,695	234,203	268,750	34,547	214,788	(53,963)

General Fund - Funding

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Permits						
Building Permits	354,341	290,000	600,000	310,000	240,000	(360,000)
Electrical Permits	26,583	35,000	24,500	(10,500)	20,825	(3,675)
Plumbing Permits	17,034	20,000	14,000	(6,000)	11,900	(2,100)
Mechanical Permits	15,044	10,000	9,000	(1,000)	7,650	(1,350)
Certificate Of Occupancy	5,455	7,540	6,032	(1,508)	5,127	(905)
Certificate Of Use	211,617	160,000	128,000	(32,000)	108,800	(19,200)
Landlord Permits	60,741	85,000	80,750	(4,250)	68,638	(12,113)
Special Event Permits	2,400	-	2,000	2,000	1,700	(300)
Total Permits	693,215	607,540	864,282	256,742	464,640	(399,642)
Services						
Zoning & Subdivision Fees	49,700	-	20,000	20,000	17,000	(3,000)
Xerox Copies	5,459	1,500	1,350	(150)	1,148	(203)
Notary Fees	173	50	500	450	425	(75)
Other Public Works Revenue	96	-	-	-	-	-
Recreation Activity Fees	4,945	7,000	3,500	(3,500)	2,975	(525)
Rental Of Park Facilities Fees	4,895	7,000	3,500	(3,500)	2,975	(525)
Summer Program Receipts	2,825	6,000	1,800	(4,200)	1,530	(270)
Recreation Football Program	1,305	10,000	8,000	(2,000)	6,800	(1,200)
Pool Facility Revenue	207	-	-	-	-	-
Code Enforcement Late Fees	4,929	5,000	3,000	(2,000)	2,550	(450)
Code Enforcement Inspection Fees	4,933	6,000	3,600	(2,400)	3,060	(540)
Code Enforcement Postage Fees	2,339	2,500	1,750	(750)	1,488	(263)
Code Enforcement Landlord/Tenant	25	-	-	-	-	-
Code Enforcement Release Fees	875	14,200	2,130	(12,070)	1,811	(320)
Code Enforcement Board Admin Fee	2,418	9,500	8,550	(950)	7,268	(1,283)
Qualifying Fees	-	-	-	-	-	-
Total Charges For Services	85,124	68,750	57,680	(11,070)	49,028	(8,652)
Fines & Forfeitures						
Court Fines - County	288,505	112,000	225,000	113,000	191,250	(33,750)
Local Ordinance Violations	182,343	140,000	84,000	(56,000)	71,400	(12,600)
Red Light Camera Fines	1,045,554	2,072,283	2,273,982	201,699	2,273,982	-
Lien Search & Release Charges	53,611	25,000	36,000	11,000	30,600	(5,400)
Total Fines & Forfeitures	1,570,013	2,349,283	2,618,982	269,699	2,567,232	(51,750)
Other						
County School Program Police	70,176	70,000	70,000	-	59,500	(10,500)
School Crossing Guard Program	32,487	10,000	8,000	(2,000)	6,800	(1,200)
Police A/R & O/R	20,090	10,523	10,523	-	8,945	(1,578)
Off-Duty Revenue	65,645	78,725	47,235	(31,490)	40,150	(7,085)
Returned Checks	(1,501)	-	-	-	-	-
Returned Check Penalties	100	-	250	250	213	(38)
Lease & Rental Income	-	-	7,600	7,600	2,400	(5,200)
Sale Of Fixed Assets	10,145	-	-	-	-	-
Workers Compensation	-	-	2,500	2,500	2,125	(375)
Other Miscellaneous Revenue	20,384	50,000	12,500	(37,500)	10,625	(1,875)
Lost Fixed Assets Insurance Reimbur	43,882	50,000	10,000	(40,000)	8,500	(1,500)
Cost Reimbursements	27,590	-	10,000	10,000	8,500	(1,500)
Witness Fees	164	-	100	100	85	(15)
Total Other	289,162	269,248	178,708	(90,540)	147,842	(30,866)

General Fund - Funding

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Grants & Donations						
2015DJBX1020 - JAG	31,403	-	-	-	-	-
Grants	200,455	-	-	-	-	-
Grant - DOJ	-	31,100	31,100	-	-	(31,100)
Total Grants & Donations	231,858	31,100	31,100	-	-	(31,100)
Total Revenue	13,116,370	16,232,130	15,962,677	(269,453)	15,789,810	(172,868)
Transfer In						
Vehicle Maint Fees	720,211	692,013	123,445	(568,568)	144,588	21,143
Admin Reimburse - Risk Mgmt	-	-	16,705	16,705	18,487	1,782
Admin Reimburse - IT Services	-	-	33,410	33,410	36,974	3,564
Admin Reimburse - Water & Sewer	-	-	333,266	333,266	368,812	35,546
Admin Reimburse - Stormwater	-	112,857	59,303	(53,554)	65,628	6,325
Admin Reimburse - Town Center	-	-	16,705	16,705	18,487	1,782
Admin Reimburse - CRA	-	-	5,054	5,054	5,767	713
Budget Adjustment	-	9,821	-	(9,821)	-	-
Transfer In - CIP Debt Service	919,196	2,285,508	3,311,173	1,025,665	1,801,960	(1,509,213)
Total Transfer In	1,639,407	3,100,199	3,899,061	798,862	2,460,703	(1,438,358)
Total Funding	14,755,777	19,332,329	19,861,739	529,410	18,250,513	(1,611,226)

General Fund Expenditure

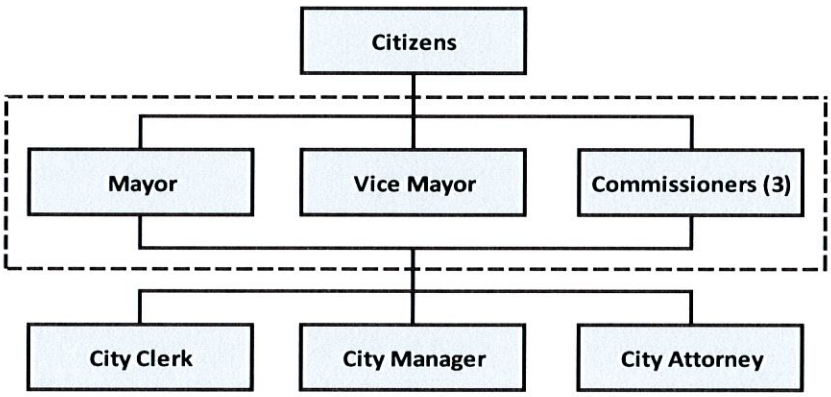
	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries	5,922,993	6,131,352	5,965,553	(165,799)	6,313,654	348,101
Benefits	2,052,625	2,317,760	2,170,451	(147,309)	2,393,052	222,601
Total Compensation	7,975,618	8,449,112	8,136,004	(313,108)	8,706,706	570,702
Operating Expense	2,330,565	3,268,797	2,926,825	(306,971)	3,104,099	177,274
Other Uses	337,238	2,461,883	1,499,428	(962,455)	1,497,428	(2,000)
Capital	499,298	314,453	314,471	18	91,900	(222,571)
Contingency	431,106	1,823,131	1,086,647	(736,484)	1,715,760	629,113
Total Expense Ex Transfer Out	11,573,825	16,317,376	13,963,375	(2,319,000)	15,115,893	1,152,518
Transfer Out	2,562,010	3,014,953	3,245,529	230,576	3,134,620	(110,910)
Total Expense	14,135,835	19,332,329	17,208,904	(2,088,424)	18,250,513	1,041,608
Expense (By Division)						
Commission	180,547	212,652	120,941	(91,711)	124,681	3,740
CM - Executive	481,675	829,986	584,434	(245,552)	594,331	9,897
CM - Non-Dept	777,746	4,324,403	6,090,133	1,765,730	6,624,258	534,125
Clerk	378,399	460,654	387,455	(73,199)	380,408	(7,047)
Attorney	712,174	673,983	645,000	(28,983)	645,000	-
Finance	791,954	744,838	732,298	(12,540)	1,000,138	267,839
Human Resources	292,909	303,525	177,625	(125,901)	185,607	7,983
Planning & Community Dev	534,982	421,762	290,649	(131,113)	283,783	(6,566)
Building & Licenses	411,044	520,644	285,355	(235,289)	408,696	123,341
Parks & Recreation	540,252	999,512	651,652	(347,860)	723,842	72,190
Police	6,192,047	6,225,227	4,731,676	(1,493,551)	4,765,329	33,653
Code Enforcement	430,752	473,226	340,220	(133,006)	357,580	17,361
Public Works - Admin	314,399	299,179	307,808	8,630	333,067	25,259
Public Works - Bldg Maintenance	417,013	701,973	412,059	(254,914)	306,533	(105,526)
Public Works - Streets	910,356	1,304,762	815,953	(488,809)	699,275	(116,677)
Public Works - Trash	127,977	110,000	55,000	(55,000)	137,886	82,886
Public Works - Vehicle Maintenance	641,609	726,003	580,648	(145,355)	680,099	99,451
Total Expense	14,135,835	19,332,329	17,208,904	(2,088,424)	18,250,513	1,041,908

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.

Commisssion

Account Title	FY 19 Actual (Uaudited)	FY 20 Amended Budget	FY 20 Fcst	FY 20 Over / (Under) Amend Bgt	FY 21 Proposed	FY 21 Over / (Under) Fcst
Salaries						
Salaries - Executive	35,750	33,000	33,000	-	33,000	-
Total Salaries	35,750	33,000	33,000	-	33,000	-
Benefits						
FICA	2,735	2,525	2,525	-	2,525	-
Retirement	11,463	13,860	13,860	-	13,111	(749)
Life And Health Insurance	40,524	38,307	59,763	21,456	65,045	5,282
Total Benefits	54,722	54,692	76,148	21,456	80,681	4,533
Total Compensation	90,472	87,692	109,148	21,456	113,681	4,533
Operating Expense						
Monthly Allowance - Mayor	-	1,200	200	(1,000)	300	100
Monthly Allowance - Commission	-	4,800	500	(4,300)	1,200	700
Recruiting	15,650	26,500	-	(26,500)	-	-
Travel	-	3,500	3,500	-	3,500	-
State Of The City	500	500	462	(38)	500	38
General Expenses	38	-	-	-	-	-
Office Supplies	5,076	1,000	500	(500)	500	-
Employee Training	-	5,000	5,000	-	5,000	-
Scholarship	2,000	-	-	-	-	-
Total Operating Expense	23,264	42,500	10,162	(32,338)	11,000	838
Capital						
Office Furniture & Equipment	-	1,631	1,631	-	-	(1,631)
Computer	-	1,369	-	(1,369)	-	-
Total Capital	-	3,000	1,631	(1,369)	-	(1,631)
Total Expense Ex Transfer Out	113,736	133,192	120,941	(12,251)	124,681	3,740
Transfer Out						
Information Tech Charges	18,677	29,479	-	(29,479)	-	-
Insurance Charges - Risk	20,020	20,020	-	(20,020)	-	-
Rental Expense - TCO	28,114	29,961	-	(29,961)	-	-
Total Transfer Out	66,811	79,460	-	(79,460)	-	-
Total Expense	180,547	212,652	120,941	(91,711)	124,681	3,740

City Commission - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Monthly Allowance - Mayor	Allowance to allow Mayor to expend 25 per month in addressing the needs of and communicating with the community and other City stake holders	300
Monthly Allowance - Commissioners	Allowance to allow Commissioners to expend 25 per month in addressing the needs of and communicating with the community and other City stake holders	1,200
Travel	Trips to Tallahassee and elsewhere as appropriate	3,500
State of the City	Decorations, food and beverages to celebrate the City's progress	500
Employee Training	Florida League of Cities / Other Commission training	5,000

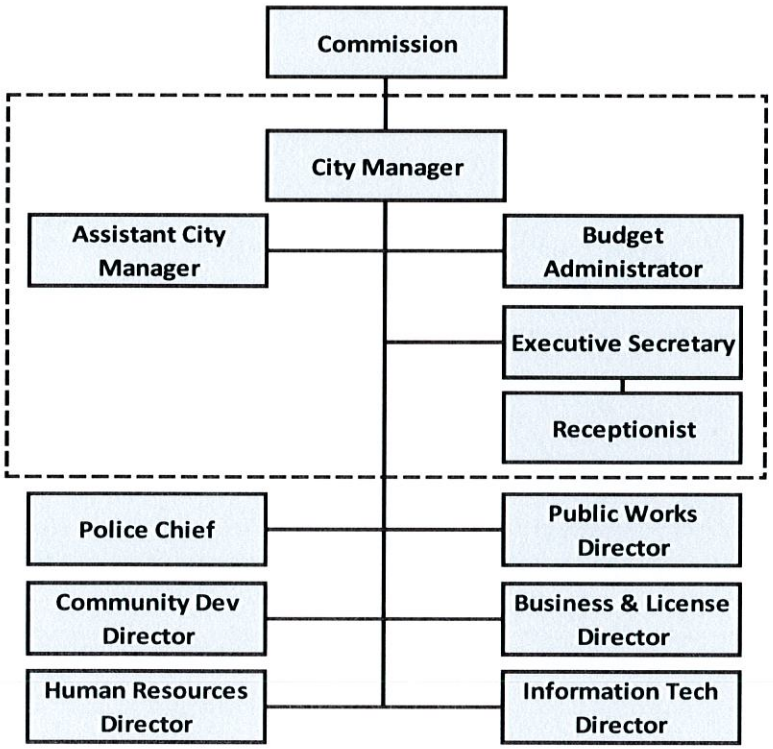
City Manager

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 per 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 the 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 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	198,113	287,500	283,276	(4,224)	270,738	(12,538)
Salaries - Regular	102,361	159,760	164,601	4,841	167,131	2,530
Total Salaries	300,474	447,260	447,877	617	437,869	(10,008)
Benefits						
FICA	21,722	39,712	31,225	(8,487)	31,473	248
Retirement	25,043	92,671	63,772	(28,899)	73,241	9,469
Life And Health Insurance	29,311	48,458	27,560	(20,898)	37,237	9,677
Total Benefits	76,076	180,841	122,557	(58,284)	141,951	19,394
Total Compensation	376,550	628,101	570,434	(57,667)	579,820	9,386
Operating Expense						
Travel & Per Diem	2,466	6,784	6,500	(284)	3,000	(3,500)
Postage & Freight	393	500	500	-	500	-
Office Supplies	2,592	5,000	5,000	-	5,000	-
Pubs/Subscriptions/Memberships	-	-	-	-	6,011	6,011
Educational Costs	-	1,170	1,000	(170)	-	(1,000)
Total Operating Expense	5,451	13,454	13,000	(454)	14,511	1,511
Capital						
Furniture & Fixtures	-	2,000	1,000	(1,000)	-	(1,000)
Total Capital	-	2,000	1,000	(1,000)	-	(1,000)
Contingency						
Reserve	-	75,680	-	(75,680)	-	-
Total Contingency	-	75,680	-	(75,680)	-	-
Total Expense Ex Transfer Out	382,001	719,235	584,434	(134,801)	594,331	9,897
Transfer Out						
Information Tech Charges	10,456	16,503	-	(16,503)	-	-
Insurance Charges - Risk	49,307	49,307	-	(49,307)	-	-
Rental Expense - TCO	39,911	44,941	-	(44,941)	-	-
Total Transfer Out	99,674	110,751	-	(110,751)	-	-
Total Expense	481,675	829,986	584,434	(245,552)	594,331	9,897

City Manager - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Travel & Per Diem	Tallahassee travel	3,000
Postage & Freight	Miscellaneous	500
Office Supplies	Miscellaneous	5,000
Publications / Subscriptions / Memberships	Miami-Dade League of Cities	2,000
	Miami-Dade City & County Management	300
	International Association of Administrative Professionals	150
	Florida League of Cities	2,204
	International City/county Management Association	1,357
	Total	6,011

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

Current Year Accomplishments – N/A – This is an administrative division with very limited operational responsibilities

FY 21 Objectives – N/A – This is an administrative division with very limited operational responsibilities

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

Non-Department

	FY 19	FY 20			FY 21	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Total Compensation	-	-	-	-	-	-
Operating Expense						
Other Professional Services	9,109	291,057	271,057	(20,000)	95,000	(176,057)
Other Contracted Services	43,842	-	-	-	-	-
Electric Gas Water	257,498	267,000	255,000	(12,000)	145,000	(110,000)
Rentals & Leases	42,166	33,800	37,551	3,751	36,451	(1,100)
General Expenses	525	-	-	-	-	-
Pubs/Subscriptions/Memberships	4,354	5,861	6,011	150	-	(6,011)
Educational Costs	375	1,200	-	(1,200)	-	-
Total Operating Expense	357,869	598,918	569,619	(29,299)	276,451	(293,168)
Other Uses						
Contingencies	2,308	29,500	29,500	-	-	(29,500)
General Fund Reserve	-	253,943	246,057	(7,886)	-	(246,057)
Sick Annual Leave Reserve	49,184	100,000	50,000	(50,000)	50,000	-
Working Capital Reserve	-	500,000	500,000	-	-	(500,000)
State -RLC Fees - Current Year	285,516	1,121,483	1,060,028	(61,455)	1,060,028	-
State -RLC Fees - Prior Years	-	830,000	-	(830,000)	-	-
Red Light Camera Service (ATS)	-	386,400	386,400	-	386,400	-
Tax Payments	2,538	24,000	3,000	(21,000)	1,000	(2,000)
Total Other Uses	339,546	3,245,326	2,274,985	(970,341)	1,497,428	(777,557)
Capital						
Office Furnishing & Equipment	361	-	-	-	-	-
Total Capital	361	-	-	-	-	-
Contingency						
Contingency	-	-	-	-	1,715,760	1,715,760
General Government Reserve	-	7,800	-	(7,800)	-	-
Encumbrance Reserve	-	50,000	-	(50,000)	-	-
Total Contingency	-	57,800	-	(57,800)	1,715,760	1,715,760
Total Expense Ex Transfer Out	697,776	3,902,044	2,844,604	(1,057,440)	3,489,639	645,035
Transfer Out						
Information Tech Charges	37,846	80,235	592,940	512,705	588,540	(4,400)
Internal Svc. Charges - Risk Managem	42,124	42,124	1,958,661	1,916,537	2,139,199	180,538
Transfer Out - Safe Neigh CIP	-	300,000	339,805	39,805	-	(339,805)
Transfer Out - Town Center	-	-	354,123	354,123	406,881	52,758
Total Transfer Out	79,970	422,359	3,245,529	2,823,170	3,134,620	(110,910)
Total Expense	777,746	4,324,403	6,090,133	1,765,730	6,624,258	534,125

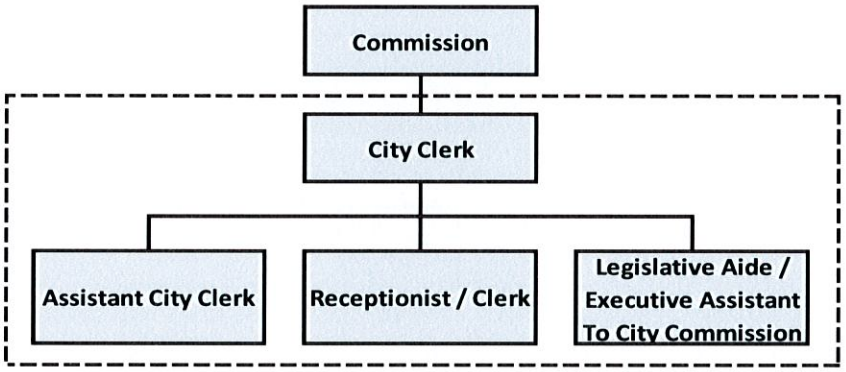
Non-Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Public Information Services	95,000
Electric, Gas & Water	Electricity – Street light electricity previously reported in this division reported in Roads & Streets in FY 21	140,000
	Water	5,000
	Total	**145,000**
Rentals & Leases	Copier	6,499
	Parking Lot (Adjacent To Sherbondy Village Community Center)	6,000
	Storage Units	23,952
	Total	**36,451**
Sick / Annual Leave Reserve	Pay-Out for excess unused leave time	50,000
Red Light Camera Fees To State – Current Year	Portion of current red light camera fees received from red light camera service provider to be forwarded to the State	1,060,028
Red Light Camera Fees To State – Prior Years	Prior year red light camera fees previously received from red light camera service provider to be paid in FY 21	–
Red Light Camera Fees – To Service Provider	Red light camera service provider fees ($8,000 per unit, four units and $200 per month in follow-up fees)	386,400
Tax Payments	Fire Hydrant Assessment Fees	1,000
Contingency	$1,000,000 Required by Code of Ordinances, Section 19.6-1, for use for major additional expense or revenue shortfall. Amount increased due to uncertainty of General Fund revenue	1,715,760
Information Tech Charges	General Fund payment to the Information Technology Internal Services fund for services provided.	588,540
Risk Management Charges	General Fund payment to the Risk Management Internal Services fund for services provided.	2,139,199
Rental Expense	Occupancy charges for use of Town Center	406,881

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.

Current Year Accomplishments

- Updated the City Clerk's webpage to continue to promote transparency and easy access to public records
- Monitored and/or processed the responses to public records request ensuring compliance with the State's public records laws
- Drafted policies for Public Records, Retention and Disposition, Commission Meeting Minutes and Lobbyist Registration
- City Clerk and staff attended training for professional development
- Monitor changes in laws and regulations (public records, elections, and legal notices)
- Implementation of the Granicus Peak Agenda Management Software allowing for the distribution and access to paperless agendas via the City's website
- Efficiently prepare all public meeting agendas, minutes, and legal advertising
- Coordinate/attend 40+ commission meetings, workshops, and special meetings
- Preparation and administration of department budget

FY 21 Objectives

- Administer a records management program for the City of Opa-locka
- Provide access to the City's official records and legislative documents in as many different mediums as possible
- Utilize technology and best business practices in effective service delivery
- Expand the services and options available to the public through the City Clerk's webpage

Measurements

- Meeting minutes available to the public on the City's website within 30 days from the conclusion of the meeting – Target = 99%
- Regular Commission meeting agenda packets delivered to City Commission at least 3 days before the meeting – Target = 100%
- Resolutions/ordinances posted online within 30 days of final Commission action – Target = 100%

City Clerk

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries Executive	76,500	76,500	77,089	589	76,794	(295)
Salaries - Regular	106,202	137,714	138,773	1,059	138,245	(528)
Total Salaries	182,702	214,214	215,862	1,648	215,039	(823)
Benefits						
FICA	13,630	16,387	16,515	128	16,451	(64)
Retirement	27,564	31,103	31,342	239	34,782	3,439
Life And Health Insurance	20,610	21,530	30,231	8,701	33,014	2,784
Total Benefits	61,804	69,020	78,088	9,068	84,247	6,159
Total Compensation	244,506	283,234	293,950	10,716	299,286	5,336
Operating Expense						
Other Professional Services	8,494	25,538	23,653	(1,885)	16,000	(7,653)
Postage & Freight	523	3,000	750	(2,250)	1,000	250
Rentals & Leases	8,390	12,000	8,472	(3,528)	8,472	-
Legal Advertising	39,330	45,000	45,000	-	45,000	-
Office Supplies	3,013	5,000	5,000	-	5,000	-
Software Licensing	9,025	10,000	7,500	(2,500)	-	(7,500)
Pubs/Subscriptions/Memberships	425	600	630	30	650	20
Education	2,275	2,000	-	(2,000)	2,500	2,500
Total Operating Expense	71,475	103,138	91,005	(12,133)	78,622	(12,383)
Capital						
Computer Equipment	962	2,000	2,500	500	2,500	-
Total Capital	962	2,000	2,500	500	2,500	-
Contingency						
City Clerk Reserve	-	2,000	-	(2,000)	-	-
Total Contingency	-	2,000	-	(2,000)	-	-
Total Expense Ex Transfer Out	316,943	390,372	387,455	(2,917)	380,408	(7,047)
Transfer Out						
Information Tech Charges	10,780	16,990	-	(16,990)	-	-
Insurance Charges - Risk	23,165	23,165	-	(23,165)	-	-
Rental Expense - TCO	22,980	26,216	-	(26,216)	-	-
Vehicle Service Charges	4,531	3,911	-	(3,911)	-	-
Total Transfer Out	61,456	70,282	-	(70,282)	-	-
Total Expense	378,399	460,654	387,455	(73,199)	380,408	(7,047)

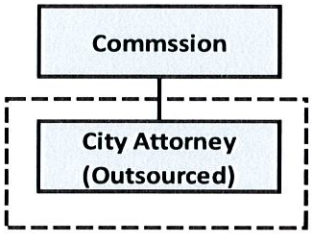
City Clerk - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Ordinance Codification	5,000
	County Recording Fees	1,000
	County Election Services Fees	10,000
	Total	**16,000**
Postage & Freight	Miscellaneous	1,000
Rentals & Leases	Copier	6,312
	Postage Machine	2,160
	Total	**8,472**
Legal Advertising	Statutory advertising	45,000
Office Supplies	Miscellaneous	5,000
Pubs / Subs / Memberships	International Institute of Municipal Clerks	400
	Miami-Dade Municipal Clerk Association	100
	Florida Association of Municipal Clerks	150
	Total	**650**
Education Costs	Florida Association of Clerks – Fall Academy (2)	2,500
Computer Cost	Computers (2)	2,500

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 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Total Compensation	-	-	-	-	-	-
Operating Expense						
Other Professional Services	-	200,000	200,000	-	400,000	200,000
City Attorney Fees	-	-	-	-	192,000	192,000
Settlement Fees	-	-	-	-	53,000	53,000
Other Contracted Services	266,481	204,000	195,000	(9,000)	-	(195,000)
Total Operating Expense	266,481	404,000	395,000	(9,000)	645,000	250,000
Contingency						
Contingencies	428,798	250,000	250,000	-	-	(250,000)
Total Contingency	428,798	250,000	250,000	-	-	(250,000)
Total Expense Ex Transfer Out	695,279	654,000	645,000	(9,000)	645,000	-
Transfer Out						
Information Tech Charges	3,170	5,003	-	(5,003)	-	-
Rental Expense - TCO	13,725	14,980	-	(14,980)	-	-
Total Transfer Out	16,895	19,983	-	(19,983)	-	-
Total Expense	712,174	673,983	645,000	(28,983)	645,000	-

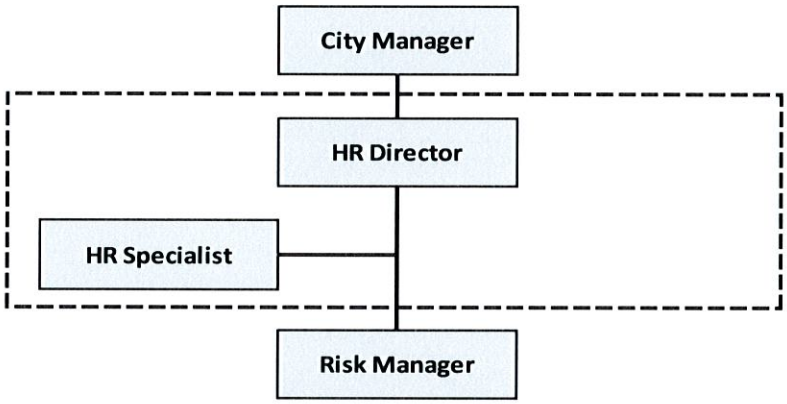
City Attorney - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Legal services other than the City Attorney retainer	408,000
City Attorney Fees	City Attorney contractual base fee	192,000
Settlement Fees	Fees for potential settlements	53,000

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.

Current Year Accomplishments

- Hosted mandatory ethics training for all City employees
- Revision of Employee Administrative Policies and Procedures Manual
- Implemented plan to ensure that going forward employees don't have more accrued leave than permissible by City policy.
- Updated employee pay plan (Draft)
- Wellness program to motivate healthy living
- Updated All Job Descriptions

FY 21 Objectives

- Maintain productivity with workforce and strategic planning through quarterly training with department directors to help clearly establish departmental goals
- Ensure completion of employee annual evaluations and assess progress in reaching established department goals. Semi-annual assessment will be completed by HR, including assistance with employee performance improvement plans and implementation
- Increasing employee engagement and improve morale by advocating for fair compensation and providing recognition programs and incentives. Encourage professional development and promotional opportunities for employee advancement.
- Develop program to enhance proficiency in performance evaluation and discipline.

Measurements

- Employee turnover – Target – 10%
- Time to fill positions from posting – Target = 45 days
- Conduct quarterly employee development program – Target = Yes
- Evaluations more than 30 days late – Target = 15

Human Resources

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	69,300	69,300	69,833	533	69,566	(267)
Salaries - Regular	57,394	73,958	31,440	(42,518)	31,320	(120)
Salaries - Overtime	19	-	-	-	-	-
Total Salaries	126,713	143,258	101,273	(41,985)	100,886	(387)
Benefits						
FICA	9,370	11,189	7,748	(3,441)	7,718	(30)
Retirement	8,610	12,388	8,578	(3,810)	10,089	1,511
Life And Health Insurance	14,259	15,125	13,482	(1,643)	14,763	1,282
Total Benefits	32,239	38,702	29,807	(8,895)	32,570	2,763
Total Compensation	158,952	181,960	131,080	(50,880)	133,456	2,376
Operating Expense						
Employee Physicals	15,346	10,000	5,000	(5,000)	5,000	-
Other Contracted Services	48,611	25,800	23,893	(1,907)	23,000	(893)
Employee Recognition	150	1,200	500	(700)	1,200	700
Postage	258	150	200	50	200	-
Rentals & Leases	11,581	13,500	11,394	(2,106)	11,394	-
Office Supplies	1,391	1,500	1,500	-	2,300	800
Pubs/Subs/Membership	1,535	5,000	3,057	(1,943)	1,557	(1,500)
Employee Training	-	5,000	-	(5,000)	5,000	5,000
Advertising	1,950	1,750	1,000	(750)	2,500	1,500
Total Operating Expense	80,822	63,900	46,544	(17,356)	52,151	5,607
Capital						
Computer	2,250	3,000	-	(3,000)	-	-
Total Capital	2,250	3,000	-	(3,000)	-	-
Contingency						
HR Reserve	-	1,750	-	(1,750)	-	-
Total Contingency	-	1,750	-	(1,750)	-	-
Total Expense Ex Transfer Out	242,024	250,610	177,625	(72,986)	185,607	7,983
Transfer Out						-
Information Tech Charges	2,799	4,418	-	(4,418)	-	-
Insurance Charges - Risk	22,281	22,281	-	(22,281)	-	-
Rental Expense - TCO	25,805	26,216	-	(26,216)	-	-
Total Transfer Out	50,885	52,915	-	(52,915)	-	-
Total Expense	292,909	303,525	177,625	(125,901)	185,607	7,983

Human Resources - Footnote Detail

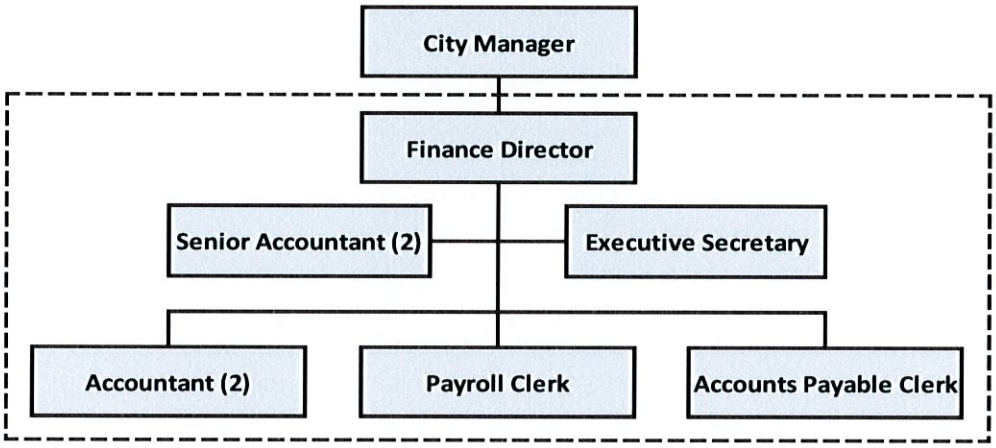
Account Name	Footnote Detail	Proposed Budget ($)
Employee Physicals	10 Regular Employee Physicals @ $45 Per Physical	450
	7 Police Physicals @ $250 Per Physical	1,750
	Other	2,800
	Total	**5,000**
Other Contracted Services	Temp Services	2,000
	ADP Payroll Services	20,000
	Background Checks	500
	Employment Verification	500
	Total	**23,000**
Employee Recognition	Two $50 Prizes Per Month	1,200
Postage	Miscellaneous	200
Rentals & Leases	Copier	2,244
	Time Clock	9,150
	Total	**11,394**
Office Supplies	Miscellaneous	2,300
Pubs / Subs / Memberships	National Seminars Training – Membership provides access to training	900
	Society for Human Resource Management	657
	Total	**1,557**
Employee Training	TBD	5,000
Advertising	Govjobs.com	1,500
	Other	1,000
	Total	**2,500**

Requested Positions Not In Budget	Duties	Potential Cost ($)
HR Administrator		50,000

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.

Current Year Accomplishments:

1. Continued progress on completing past audits with completion of the FY 18 City audit.
2. Completed FY 15 – FY 17 transportation-related audits which released $901,927 from County
3. Completed close out of EPA grant, providing City with $214,788
4. Upgraded staff skills with training, focused assignments and monitoring of performance
5. Increased staff capability with hiring of two accountants
6. Participated in search for and hiring of a Budget Administrator

FY 21 Objectives

1. FY 19 & FY 20 City audits completed by June, 2021
2. Bring Finance Department to full strength by hiring a Finance Director, and filling two other open positions
3. Continue staff development
4. Develop satisfactory responses to all finance-related Operational Audit items to ensure satisfactory evaluation in State's follow-up audit at the start of FY 21.
5. Implement a suite of strong policies and procedures in response to the Operational Audit and other sources to institutionalize a framework for ensuring satisfactory department performance.
6. Research, identify and implement financial best practices
7. Develop an internal audit process

Measurements

1. Preparation and delivery of monthly revenue and expenditure reports by the 15th of each month – Target = 100%
2. Timely preparation of monthly bank reconciliations by the 10th of each month – Target = 100%
3. At least one Accountant to attend FGFOA School of Governmental Finance

Finance

Account Title	FY 19 Actual (Unaudited)	FY 20 Amended Budget	FY 20 Fcst	FY 20 Over / (Under) Amend Bgt	FY 21 Proposed	FY 21 Over / (Under) Fcst
Salaries						
Salaries - Executive	47,095	22,500	-	(22,500)	115,442	115,442
Salaries - Regular	288,003	289,101	281,778	(7,323)	382,467	100,689
Total Salaries	335,098	311,601	281,778	(29,823)	497,909	216,131
Benefits						
FICA	25,038	24,635	21,555	(3,080)	38,090	16,535
Retirement	28,127	27,133	23,867	(3,266)	49,791	25,924
Life And Health Insurance	31,788	32,302	28,067	(4,235)	54,548	26,481
Total Benefits	84,953	84,070	73,489	(10,581)	142,429	68,940
Total Compensation	420,051	395,671	355,267	(40,404)	640,338	285,071
Operating Expense						
Other Professinal Services	-	7,500	6,000	(1,500)	257,500	251,500
Accounting & Auditing	40,242	62,500	62,500	-	50,000	(12,500)
Other Contracted Services	222,878	160,000	290,000	130,000	-	(290,000)
Postage	1,362	2,000	2,000	-	2,000	-
Rentals & Leases	16,472	5,000	4,000	(1,000)	5,000	1,000
Office Supplies	4,170	4,100	4,072	(28)	5,000	928
Operating Expense	1,604	4,000	3,800	(200)	4,000	200
Software Licensing	-	1,309	2,000	691	20,000	18,000
Pubs/Subs/Memberships	50	-	300	300	1,500	1,200
Training	-	2,000	2,360	360	10,000	7,640
Total Operating Expense	286,778	248,409	377,032	128,623	355,000	(22,032)
Capital						
Computer Equipment	-	-	-	-	4,800	4,800
Total Capital	-	-	-	-	4,800	4,800
Total Expense Ex Transfer Out	706,829	644,080	732,298	88,218	1,000,138	267,839
Transfer Out						
Information Tech Charges	16,543	25,985	-	(25,985)	-	-
Insurance Charges - Risk	24,932	26,087	-	(26,087)	-	-
Rental Expense - TCO	43,650	48,686	-	(48,686)	-	-
Total Transfer Out	85,125	100,758	-	(100,758)	-	-
Total Expense	791,954	744,838	732,298	(12,540)	1,000,138	267,839

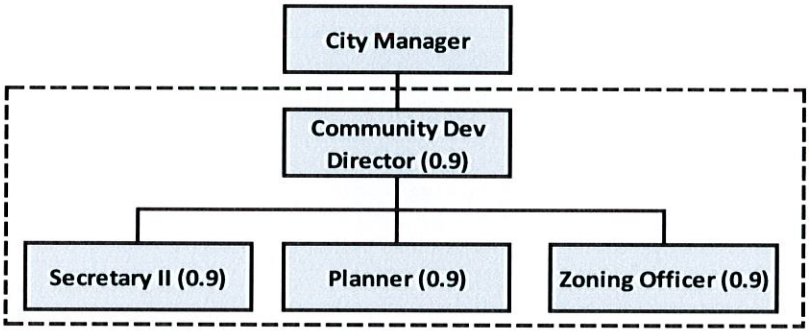
Finance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Financial Consultants -60% of total with other 40% to Water-Sewer Fund. Assumes Finance Director on board as of October 1, 2020	150,000
	Identification and valuation of City assets	100,000
	Florida League of City – Other Post-Employment Benefits (OPEB) analysis	7,500
	Total	**257,500**
Accounting & Auditing	Auditing services – Two Audits – 57% To General Fund	50,000
Postage	Miscellaneous	2,000
Rental & Leases	Copier	5,000
Office Supplies	Standard office supplies	5,000
Operating Expense	Bank charges, returned checks	4,000
Software Licensing	CAFR preparation software	8,000
	TBD	12,000
	Total	**20,000**
Pubs/Subs/Memberships	FGFOA membership	350
	FLCPA (Finance Director)	200
	IACPA (Finance Director	200
	Other	750
	Total	**1,500**
Training	GFOA training material (7)	2,000
	Payroll training	500
	FGFOA school of accounting (7) (Online)	3,500
	Other	4,000
	Total	**10,000**
Computer Hardware	Desk Tops (4)	4,800

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.

Current Year Accomplishments

- Upgraded the signage code
- Upgraded street peddler and mobile vendor application and review process
- Approval of six site plans with two projects under construction

FY 21 Objectives

- Completion of codification of new comprehensive plan and zoning code to facilitate access to this information for anyone interested in undertaking development in the City
- Develop project site pro formas to evaluate possible future property tax base implications.
- Focus on promoting logistical support development in concert with Amazon development.
- Preparation of the Evaluation and Appraisal Report (EAR), part of the City's Comprehensive Plan process, for delivery in FY 22
- Develop economic incentives for business development expansion and retention and mixed-use development opportunities for elderly, veterans and persons in need of affordable housing.
- Reduction of upfront development fees to incentivize development
- Reduction of parking requirements to incentivize development
- Reconstitution of the Historic and Environmental Preservation Board
- Completion of Community Development Policies and Procedures Manual

Measurements

- Review and approval of new development projects – Target = 6 months
- Review and approval of unit title request for approved development projects – Target = 3 months
- Review and approval of rezoning and land use for approved development projects –
- Target = 8 months
- Reconstitute Historic and Environmental Preservation Board – Target = Yes
- Complete Community Development Policies and Procedures Manual – Target = Yes

Community Development

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	79,252	76,950	77,542	592	77,246	(296)
Salaries - Regular	121,836	124,551	125,509	958	125,030	(479)
Salaries - Overtime	155	1,000	1,000	-	1,000	-
Total Salaries	201,243	202,501	204,051	1,550	203,276	(775)
Benefits						
FICA	14,340	15,415	15,610	195	15,552	(58)
Retirement	17,340	17,067	17,283	216	20,328	3,044
Life And Heatlh Insurance	33,064	33,023	27,368	(5,655)	29,978	2,610
Total Benefits	64,744	65,505	60,261	(5,244)	65,858	5,597
Total Compensation	265,987	268,006	264,312	(3,694)	269,134	4,822
Operating Expense						
Other Professional Services	-	15,538	15,538	-	2,500	(13,038)
Travel & Per Diem	-	1,000	-	(1,000)	-	-
Rentals & Leases	5,362	3,560	5,199	1,639	4,399	(800)
Printing And Binding	57	1,000	1,000	-	1,000	-
Office Supplies And Expense	879	1,000	1,300	300	1,000	-
Advertisements	-	5,000	3,000	(2,000)	5,000	2,000
Pubs/Subscriptions/Memberships	-	3,600	300	(3,300)	750	450
Education	-	5,000	-	(5,000)	-	-
Total Operating Expense	6,298	35,698	26,337	(9,361)	14,649	(11,388)
Capital						
Machinery/Equipment	2,684	-	-	-	-	-
Brownsfield Project Expense	200,456	-	-	-	-	-
Computer	4,158	5,000	-	(5,000)	-	-
Total Capital	207,298	5,000	-	(5,000)	-	-
Contingency						
Community Development Reserve	-	51,283	-	(51,283)	-	-
Total Contingency	-	51,283	-	(51,283)	-	-
Total Expense Ex Transfer Out	479,583	359,987	290,649	(69,338)	283,783	(6,566)
Transfer Out						
Information Tech Charges	7,185	11,341	-	(11,341)	-	-
Insurance Charges - Risk	27,798	27,798	-	(27,798)	-	-
Rental Expense - TCO	15,885	18,725	-	(18,725)	-	-
Vehicle Service Charges	4,531	3,911	-	(3,911)	-	-
Total Transfer Out	55,399	61,775	-	(61,775)	-	-
Total Expense	534,982	421,762	290,649	(131,113)	283,783	(6,566)

Community Development - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Development Agreement Recording / Other	2,500
Rentals & Leases	Copier Machine	4,399
Printing and Binding	Zoning Maps, New Master Plan	1,000
Office Supplies	Miscellaneous	1,000
Advertisements	Development Agreement Advertising	5,000
Pubs / Subscriptions / Memberships	American Institute of Architects	275
	American Planning Association	120
	Other	355
	Total	**750**

Requested Positions Not In Budget	Duties	Potential Cost ($)
Economic Planer (0.5)		30,000

Police
Total Department

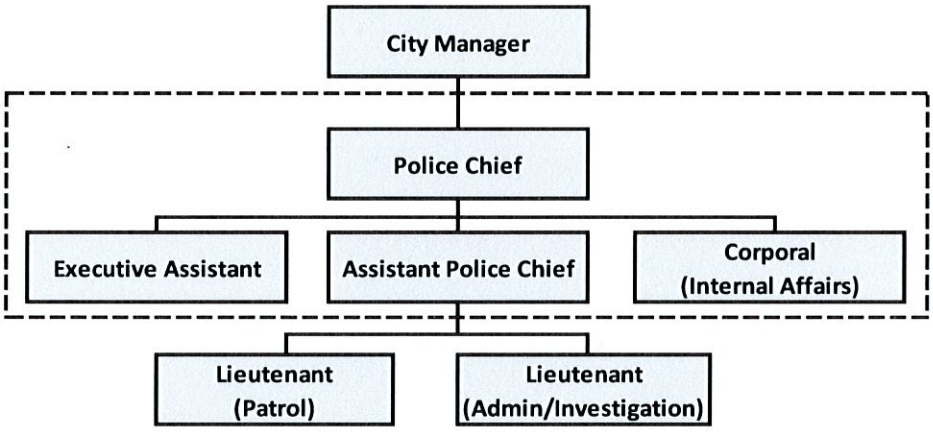
Police Dept - Total

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Compensation						
Salaries	3,287,750	3,256,044	3,143,936	(112,108)	3,132,542	(11,394)
Benefits	1,252,720	1,350,734	1,299,030	(51,704)	1,308,544	9,513
Total Compensation	4,540,470	4,606,778	4,442,966	(163,812)	4,441,086	(1,881)
Operating Expense	168,485	221,690	174,519	(47,171)	324,243	149,724
Capital	234,314	54,600	53,100	(1,500)	-	(53,100)
Contingency	-	61,090	61,090	-	-	(61,090)
Total Expense Ex Transfer Out	4,943,269	4,944,158	4,731,676	(212,482)	4,765,329	33,653
Transfer Out	1,248,778	1,281,069	-	(1,281,069)	-	-
Total Expense	6,192,047	6,225,227	4,731,676	(1,493,551)	4,765,329	33,653
Divisions						
Chief	317,761	427,646	346,748	(80,898)	350,652	3,904
Administration	702,091	772,358	549,687	(222,671)	567,179	17,492
Criminal Investigation	593,091	710,074	531,158	(178,916)	451,287	(79,871)
Patrol	4,579,104	4,315,149	3,304,083	(1,011,066)	3,396,212	92,129
Total Expense	6,192,047	6,225,227	4,731,676	(1,493,551)	4,765,329	33,653

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.

Current Year Accomplishments

- Implement audit findings, including more conducting more staff meetings and improving internal communications.
- Extensive training, including Use of Force, De-escalation, firearms and non-lethal weapons training
- Policy & procedure manual completed
- Completed negotiations to begin to upgrade old and costly to operate Police vehicle fleet.

FY 21 Objectives

- Implement audit recommendations (communication improvement, property and evidence storage physical reorganization, improved communications with frontline personnel)
- Increased community outreach
- Implement annual third party audit to assess progress
- Reduction of officer complaints
- Additionally, see FY 21 objectives in Administration, CID and Patrol divisions

Measurements

- Implementation of annual third party audits – Target = Yes
- Reduced officer complaints – Target = 3
- Additional measurements in Administration, CID and Patrol divisions

Police - Chief

Account Title	FY 19 Actual (Unaudited)	FY 20 Amended Budget	FY 20 Fcst	FY 20 Over / (Under) Amend Bgt	FY 21 Proposed	FY 21 Over / (Under) Fcst
Salaries						
Salaries Executive	160,940	204,000	205,569	1,569	204,784	(785)
Salaries Regular	46,340	46,340	46,697	357	46,518	(179)
Total Salaries	207,280	250,340	252,266	1,926	251,302	(964)
Benefits						
FICA	13,964	19,151	19,297	146	19,224	(73)
Retirement	3,850	55,904	56,334	430	54,721	(1,613)
Life And Health Insurance	15,219	16,503	17,231	728	18,784	1,553
Total Benefits	33,033	91,558	92,862	1,304	92,730	(132)
Total Compensation	240,313	341,898	345,128	3,230	344,032	(1,096)
Operating Expense						
Clothing & Uniform Expense	450	900	900	-	900	-
Pubs/Subs/Memberships	-	720	720	-	720	-
Educational Costs	-	-	-	-	5,000	5,000
Total Operating Expense	450	1,620	1,620	-	6,620	5,000
Total Expense Ex Transfer Out	240,763	343,518	346,748	3,230	350,652	3,904
Transfer Out						
Information Tech Charges	7,569	11,947	-	(11,947)	-	-
Insurance Charges - Risk	23,165	23,165	-	(23,165)	-	-
Rental Expense - TCO	37,203	41,196	-	(41,196)	-	-
Vehicle Service Charges	9,061	7,820	-	(7,820)	-	-
Total Transfer Out	76,998	84,128	-	(84,128)	-	-
Total Expense	317,761	427,646	346,748	(80,898)	350,652	3,904

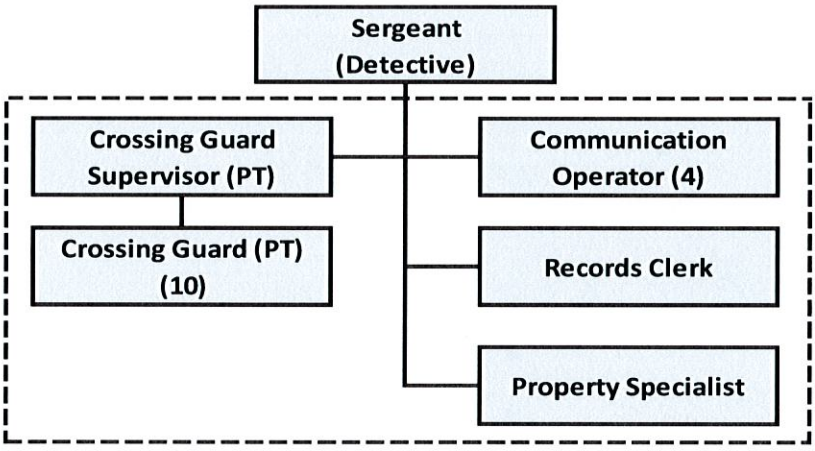
Police - Chief - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Clothing & Uniform Expense	Clothing allowance	900
Pubs / Subs / Memberships	FBI National Academy	120
	National Organization of Black Law Enforcement	150
	International Association of Chief of Police	150
	Miami-Dade Chiefs Association	300
	Total	**720**
Educational Costs	Executive level training and seminars	5,000

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.

Current Year Accomplishments

- Completed audit of property storage and security and implementation of the audit findings to ensure that property and evidence area is organized to enhance access and accountability.
- Work schedules rearranged to minimize overtime
- Payroll process revamped to streamline and enhance communications with Finance

FY 21 Objectives

- Establish an audit process and utilize the resultant findings to enhance department efficiency and effectiveness.
- Streamline processes by defining unambiguous chains of command
- Implement bar-code based software to enhance the tracking and storage of evidence

Measurements

- Crossing site coverage – Target = 100%
- Record request same day completion – Target = 90%
- Implement evidence bar-code based software – Target = Yes

Police - Administration

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Regular	124,030	173,701	169,521	(4,180)	212,974	43,453
Salaries - Part Time	102,359	165,954	102,108	(63,846)	101,714	(394)
Salaries - Overtime	10,251	1,000	1,000	-	1,000	-
Total Salaries	236,640	340,655	272,629	(68,026)	315,688	43,059
Benefits						
FICA	17,759	25,983	20,856	(5,127)	24,156	3,300
Retirement	36,755	28,770	23,092	(5,678)	31,569	8,477
Life And Health Insurance	20,064	26,473	26,111	(362)	35,633	9,522
Total Benefits	74,578	81,226	70,058	(11,168)	91,358	21,299
Total Compensation	311,218	421,881	342,687	(79,194)	407,046	64,358
Operating Expense						
Other Professional Services	2,359	1,600	1,600	-	1,600	-
Other Contracted Services	9,983	10,000	5,012	(4,988)	5,012	-
Rentals & Leases	9,225	15,280	10,000	(5,280)	10,180	180
Office Supplies	6,476	8,000	8,000	-	8,000	-
Operating Expense	1,200	5,000	456	(4,544)	-	(456)
Clothing & Uniform Expense	600	3,400	1,500	(1,900)	1,500	-
Software Maintenance	65,805	103,400	99,341	(4,059)	128,841	29,500
Educational Costs	-	-	-	-	5,000	5,000
Total Operating Expense	95,648	146,680	125,909	(20,771)	160,133	34,224
Capital						
Computer Equipment	185,130	20,000	20,000	-	-	(20,000)
Total Capital	185,130	20,000	20,000	-	-	(20,000)
Contingency						
Police Admin Reserve	-	61,090	61,090	-	-	(61,090)
Total Contingency	-	61,090	61,090	-	-	(61,090)
Total Expense Ex Transfer Out	591,996	649,651	549,687	(99,964)	567,179	17,492
Transfer Out						
Information Tech Charges	35,323	42,387	-	(42,387)	-	-
Insurance Charges - Risk	32,038	29,945	-	(29,945)	-	-
Rental Expense - TCO	38,203	45,844	-	(45,844)	-	-
Vehicle Service Charges	4,531	4,531	-	(4,531)	-	-
Total Transfer Out	110,095	122,707	-	(122,707)	-	-
Total Expense	702,091	772,358	549,687	(222,671)	567,179	17,492

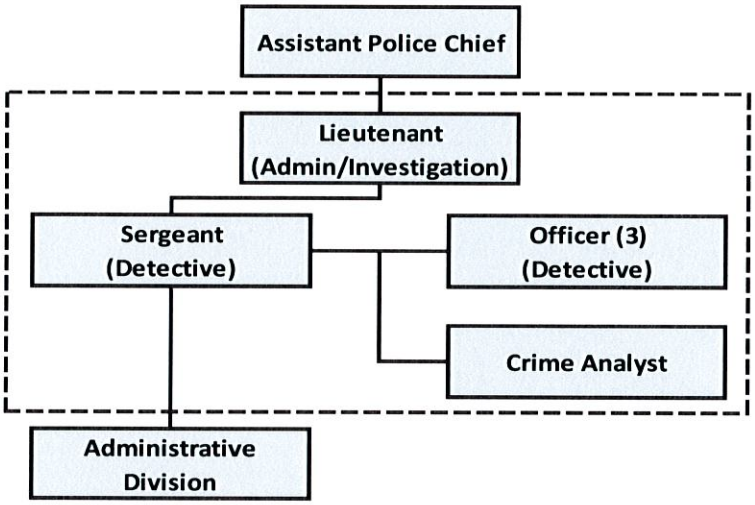
Police - Administration - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Psychiatric Evaluation Services	1,000
	Polygraph Services	600
	Total	**1,600**
Other Contracted Services	Fingerprinting Services	2,500
	Allocated County Court Witness Counseling Fees	2,512
	Total	**5,012**
Rentals & Leases	Copiers (2)	10,180
Office Supplies	Miscellaneous	8,000
Clothing & Uniform Expense	Miscellaneous	1,500
Software Maintenance	ERP System (SunGard)	70,000
	Off-Duty Management System	2,500
	E-Mail Hosting	11,000
	Fingerprinting Software	1,351
	Other Software Licenses	11,990
	Quarter Master Software – Tracks Issued Equipment	15,000
	IA Pro – Internal Affairs Case Management	10,000
	PowerDMS – Tracks Policy & Procedures Updating	7,000
	Total	**128,841**
Education	Training Related To Use Of Dispatch & Records Software	5,000

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.

Current Year Accomplishments

- Violent crime clearance rate improved for the second year in a row – Clearance rate went from 13.9% to 14.2%.
- Increased presence in multi-agency operations and information sharing – Provides greater opportunity to use multi-agency units to address City issues and permits more efficiencies in addressing issues crossing jurisdictional lines.
- Participation in information sharing initiatives with surrounding agencies to assist in resolving issues.

FY 21 Objectives

- Restore investigation unit to full strength
- Fully equip recently acquired crime scene investigation vehicle to enhance investigative capabilities
- Greater participation in community events to inform community in regard to being proactive in crime prevention in concert with the Patrol division
- Develop dedicated investigator to focus primarily on gun-related crimes
- Develop a dedicate detective to focus on domestic-related crimes.

Measurements

- Violent crime clearance rate – Target 15.5% (14.2% in 2019)
- Citizen generated calls for service (less need) – Target = 11,391 (15% reduction from 2019)
- Public recognition of CID accomplishments in Commission meetings – Target = 3
- Overall crimes – Target = 6,335 (15% reduction from 2019)

Police - CID

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries Regular	305,622	366,483	327,038	(39,445)	294,952	(32,086)
Salaries - Overtime	12,258	20,000	20,000	-	20,000	-
Longevity	-	4,000	3,500	(500)	3,000	(500)
Total Salaries	317,880	390,483	350,538	(39,945)	317,952	(32,586)
Benefits						
FICA	25,019	29,856	26,815	(3,041)	24,324	(2,491)
Retirement	82,210	90,702	82,161	(8,541)	71,683	(10,478)
Life And Health Insurance	33,965	42,675	36,194	(6,481)	32,978	(3,216)
Total Benefits	141,194	163,233	145,170	(18,063)	128,985	(16,185)
Total Compensation	459,074	553,716	495,708	(58,008)	446,937	(48,771)
Operating Expense						
Clothing & Uniform Expense	1,650	2,850	2,850	-	2,850	-
Special Supplies	-	1,500	1,500	-	1,500	-
Total Operating Expense	1,650	4,350	4,350	-	4,350	-
Capital						
Auto Lease/Purchase	-	31,100	31,100	-	-	(31,100)
Total Capital	-	31,100	31,100	-	-	(31,100)
Total Expense Ex Transfer Out	460,724	589,166	531,158	(58,008)	451,287	(79,871)
Transfer Out						
Information Tech Charges	15,138	23,894	-	(23,894)	-	-
Insurance Charges - Risk	48,437	48,437	-	(48,437)	-	-
Rental Expense - TCO	12,508	-	-	-	-	-
Vehicle Service Charges	56,284	48,577	-	(48,577)	-	-
Total Transfer Out	132,367	120,908	-	(120,908)	-	-
Total Expense	593,091	710,074	531,158	(178,916)	451,287	(79,871)

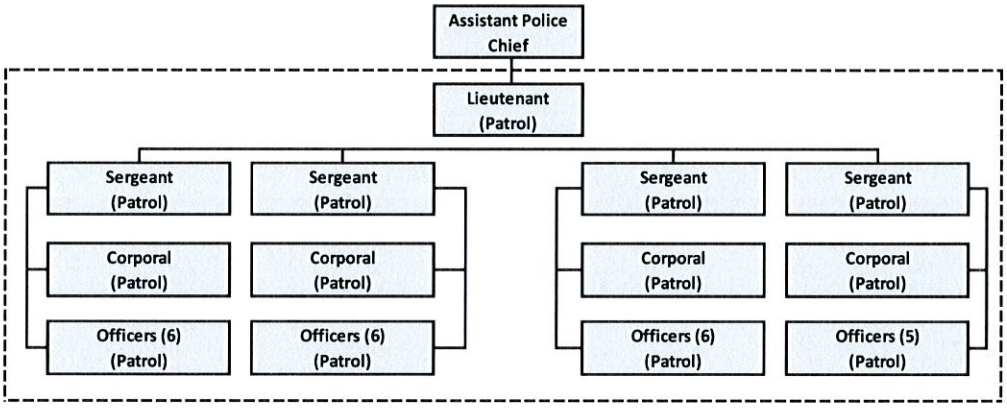
Police - CID - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Clothing & Uniforms	Clothing Allowance	2,850
Special Supplies	Camera, Fingerprint Kits, Gunshot Residue Kits	1,500

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

Current Year Accomplishments

- License Plate Reader units positioned throughout the City to help identify possible fugitives and to be of assistance in investigating criminal events
- Implementation of Rapid Identification Program electronic equipment that analyzes fingerprints and searches for matches on a real-time basis.
- Double Back program – Follow-up contact with a crime victim within 48 hours of the initial call for service to reinforce outreach effort and possibly obtain additional information to assist in resolving an incident.

FY 21 Objectives

- Implement specialized training to enhance Community Oriented Policing
- Establish a Community Resource Unit to focus on and develop solutions to long-term community issues.
- Increased foot and bicycle patrolling within the community

Measurements

- Reduction in violent crime – Target = 1,424 (20% reduction to FY 19 results)
- Reduction in complaints – Target = 0 complaints
- Community outreach – 75% participation in all community meetings excluding those where Police Department has been requested to not participate
- Reduction in crime – Target = 6,259 (15% reduction to FY 19 results)
- Average response time to calls – Target = 7 minutes, 0 seconds

Police - Patrol

Account Title	FY 19 Actual (Unaudited)	FY 20 Amended Budget	FY 20 Fcst	FY 20 Over / (Under) Amend Bgt	FY 21 Proposed	FY 21 Over / (Under) Fcst
Salaries						
Salaries Regular	2,465,869	2,099,566	2,092,503	(7,063)	2,129,600	37,097
Salaries - Overtime	60,081	150,000	150,000	-	85,000	(65,000)
Longevity	-	25,000	26,000	1,000	33,000	7,000
Total Salaries	2,525,950	2,274,566	2,268,503	(6,063)	2,247,600	(20,903)
Benefits						
FICA	188,867	177,384	172,779	(4,605)	171,943	(836)
Retirement	569,981	590,815	578,015	(12,800)	549,538	(28,476)
Life And Health Insurance	245,067	246,518	240,146	(6,372)	273,990	33,844
Total Benefits	1,003,915	1,014,717	990,940	(23,777)	995,472	4,532
Total Compensation	3,529,865	3,289,283	3,259,443	(29,840)	3,243,072	(16,371)
Operating Expense						
Operating Expense	368	17,100	17,100	-	17,100	-
Clothing & Uniform Expense	16,603	19,040	19,040	-	19,040	-
Educational Costs	755	11,000	6,500	(4,500)	6,500	-
Auto Lease/Purchase	53,011	21,900	-	(21,900)	110,500	110,500
Total Operating Expense	70,737	69,040	42,640	(26,400)	153,140	110,500
Capital						
Public Safety Equipment	49,184	3,500	2,000	(1,500)	-	(2,000)
Total Capital	49,184	3,500	2,000	(1,500)	-	(2,000)
Total Expense Ex Transfer Out	3,649,786	3,361,823	3,304,083	(57,740)	3,396,212	92,129
Transfer Out						
Information Tech Charges	87,473	153,321	-	(153,321)	-	-
Insurance Charges - Risk	536,277	536,277	-	(536,277)	-	-
Vehicle Service Charges	305,568	263,728	-	(263,728)	-	-
Total Transfer Out	929,318	953,326	-	(953,326)	-	-
Total Expense	4,579,104	4,315,149	3,304,083	(1,011,066)	3,396,212	92,129

Police - Patrol - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Operating Expense	Ammunition	1,000
	Taser Cartridges	1,500
	Laser Calibration	600
	Bulletproof Vests (10) (May be done in 2020 from SLE)	6,500
	Vehicle Decontamination	1,000
	Radio Repairs	6,500
	Total	**17,100**
Clothing	Clothing Allowance / Other	19,040
Educational Costs	Miami-Dade – Sergeant Exams	1,500
	Other – Contract Related	5,000
	Total	**6,500**
Auto Leases / Purchases	10 Patrol Vehicles – Full Year	78,000
	10 Patrol Vehicles – Five Months	32,500
	Total	**110,500**

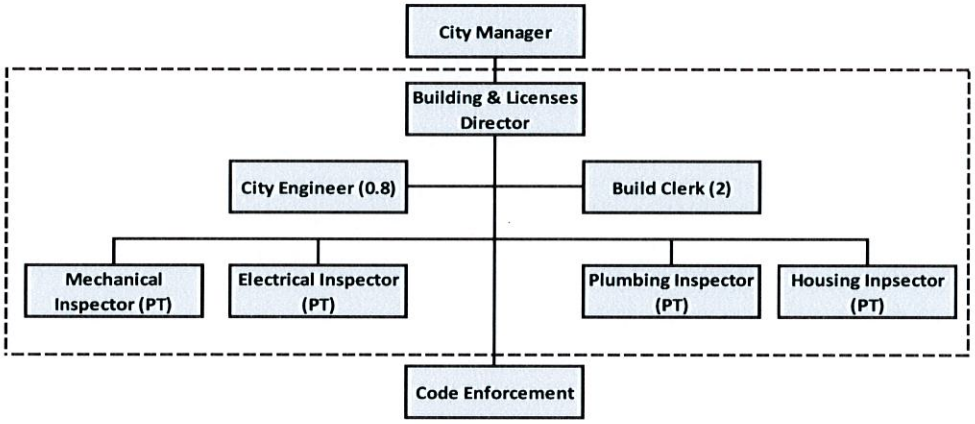
Requested Positions Not In Budget	Duties	Potential Cost ($)
Officers (4)	Patrol Duties	220,000

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.

Current Year Accomplishments

1. Met requirements of the National Flood Insurance Program Community Rating System to result in lower property owner insurance costs.
2. Met requirements of the National Pollution Discharge Elimination System (NPDES) to demonstrate actions being taken to reduce waterway pollution
3. Partial automation of permitting process.
4. Introduction of walk-through permit processing for some categories of permits, improving turnaround time.
5. Establishment of a minimum housing focus to ensure all multi-family rental properties met minimum health and safety standards. Resulted in the renovation of six units and major repairs in 31 other units.
6. Reviewed and permitted FPL replacement of old wooden power poles with stronger hurricane resistant poles throughout the City.

FY 21 Objectives

1. Internet accessible inspection results
2. Internet / electronic plan review
3. Automated computation of permitting and business tax receipt fees
4. Increased number of cases presented to the County Unsafe Structure Board

Measurements

1. Walk-through permit applications – Target = 2 business days
2. Small permit applications – Target = 5 business days
3. Large permit applications – Target = 22 business days
4. License applications – Target = 10 business days
5. Cases forwarded to the County Unsafe Structure Board – Target = Minimum of two

Building & Licenses

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	113,712	121,500	81,623	(39,877)	146,360	64,737
Salaries - Regular	70,503	69,436	54,794	(14,642)	68,069	13,275
Salaries - Part Time	63,232	105,281	81,277	(24,004)	88,484	7,207
Total Salaries	247,447	296,217	217,694	(78,523)	302,913	85,219
Benefits						
FICA	17,082	22,855	16,655	(6,200)	23,171	6,516
Retirement	22,689	25,519	18,439	(7,080)	30,291	11,853
Life And Health Insurance	28,325	32,650	15,851	(16,799)	21,236	5,385
Total Benefits	68,096	81,024	50,945	(30,079)	74,699	23,754
Total Compensation	315,543	377,241	268,639	(108,602)	377,612	108,973
Operating Expense						
Other Professional Services	-	19,500	-	(19,500)	17,000	17,000
Postage	2,539	5,000	3,534	(1,466)	3,640	106
Rentals & Leases	14,592	3,000	2,244	(756)	2,244	-
Printing & Binding	1,601	2,000	2,000	-	2,000	-
Office Supplies	1,952	3,000	2,000	(1,000)	2,000	-
Pubs/Subs/Memberships	-	3,200	-	(3,200)	700	700
Educational Costs	4,156	6,000	1,500	(4,500)	3,500	2,000
Other Contracted Services	-	8,000	2,719	(5,281)	-	(2,719)
Vehicle Lease	4,780	2,719	2,719	-	-	(2,719)
Total Operating Expense	29,620	52,419	16,716	(35,703)	31,084	14,368
Capital						
Computer Equipment	-	5,000	-	(5,000)	-	-
Total Capital	-	5,000	-	(5,000)	-	-
Contingency						
Building & Licenses Reserve	-	11,000	-	(11,000)	-	-
Total Contingency	-	11,000	-	(11,000)	-	-
Total Expense Ex Transfer Out	345,163	445,660	285,355	(160,305)	408,696	123,341
Transfer Out						
Information Tech Charges	11,145	17,592	-	(17,592)	-	-
Insurance Charges - Risk	34,592	34,592	-	(34,592)	-	-
Rental Expense - TCO	11,083	14,980	-	(14,980)	-	-
Vehicle Service Charges	9,061	7,820	-	(7,820)	-	-
Total Transfer Out	65,881	74,984	-	(74,984)	-	-
Total Expense	411,044	520,644	285,355	(235,289)	408,696	123,341

Building & Licenses - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	External Engineering Plan Review (Complex Structures)	2,000
	County Unsafe Structure Board – 2 Cases @ $7,500	15,000
	Total	**17,000**
Postage	Landlord Tenant Permit (1,000)	567
	Business Tax Receipts (5,300)	3,002
	40-Year Inspections (125)	71
	Total	**3,640**
Rentals & Leases	Copiers	2,224
Printing & Binding	Plan Duplication	2,000
Office Supplies	Miscellaneous	2,000
Pubs/Subs/Memberships	Professional Memberships	700
Educational Costs	D. Abia – Professional Engineering Certification	2,000
	Building Official Conference	1,500
	Total	**3,500**

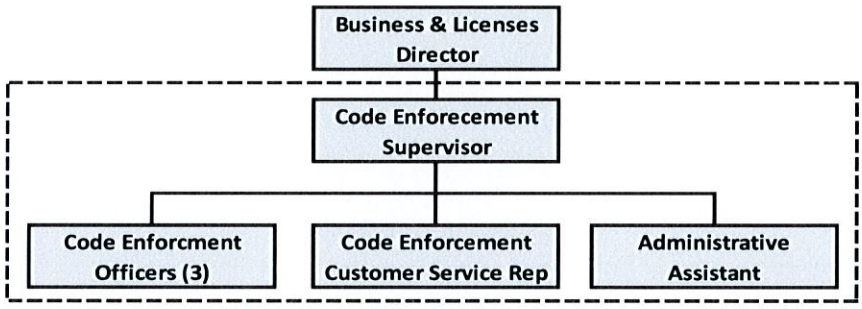
Requested Positions Not In Budget	Duties	Potential Cost ($)
Building Inspector / Flood Plain Manager (PT – 10.5 Hours / Week)		27,500
Minimum Housing Inspector (PT – 10.5 Hours / Week)		27,500

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.

Current Year Accomplishments

- Major enforcement activity resulting in 527 warnings and 134 citations through the end of June. Focus included
  - Illegal parking
  - Maintenance of large truck truck-free residential zones
  - Removal of boats from front yards
  - Ensuring business tax receipts had been obtained where required
  - Removal of signs in City rights-of-way
  - Identification of trash piles for County removal
  - Minimum housing standards
  - Failure to obtain landlord-tenant permits
  - Removal of untagged / inoperable vehicles

FY 21 Objectives

- Upgrade vehicle computers to facilitate and expedite onsite evaluation and documentation
- Reduce illegal dumping
- Implement County electronic lien filing system
- Increased Code Officer training
- Implement upgraded mobile computing equipment to enhance field operations support

Measurements

- Business Tax Receipts – Using the number of businesses receiving Business Tax Receipts renewal letters in August, 2020 for which no renewal application has been received as of January 1, 2021 as the basis, follow up to determine status – Target = 100% of non-responsive businesses.
- Reduce response time for complaints – Target – 2 business days
- Implementation of County electronic lien filing system – Target = Yes
- Implementation of upgraded mobile computing equipment – Target = Yes

Code Enforcement

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	6,706	-	-	-	-	-
Salaries - Regular	241,969	245,024	246,908	1,884	248,117	1,209
Salaries - Overtime	1,251	929	929	-	929	-
Total Salaries	249,926	245,953	247,837	1,884	249,046	1,209
Benefits						
FICA	18,111	18,815	18,959	144	19,052	93
Retirement	17,214	20,753	20,992	239	24,905	3,913
Life And Health Insurance	34,780	37,320	33,232	(4,088)	36,378	3,146
Total Benefits	70,105	76,888	73,183	(3,705)	80,334	7,152
Total Compensation	320,031	322,841	321,020	(1,821)	329,380	8,361
Operating Expense						
Other Professional Services	-	4,000	4,000	-	6,000	2,000
Postage	7,855	13,000	10,000	(3,000)	-	(10,000)
Office Supplies	2,571	3,000	2,000	(1,000)	2,000	-
Lien Recording Charges	984	5,000	2,000	(3,000)	-	(2,000)
Clothing & Uniform Expense	2,614	2,000	1,000	(1,000)	3,200	2,200
Software	-	200	200	-	-	(200)
Educational Costs	-	1,500	-	(1,500)	-	-
Total Operating Expense	14,024	28,700	19,200	(9,500)	11,200	(8,000)
Capital						
Computer Equipment	-	17,000	-	(17,000)	17,000	17,000
Total Capital	-	17,000	-	(17,000)	17,000	17,000
Contingency						
Code Enforcement Reserve	-	3,000	-	(3,000)	-	-
Total Contingency	-	3,000	-	(3,000)	-	-
Total Expense Ex Transfer Out	334,055	371,541	340,220	(31,321)	357,580	17,361
Transfer Out						
Information Tech Charges	10,397	16,410	-	(16,410)	-	-
Insurance Charges - Risk	47,001	47,001	-	(47,001)	-	-
Rental Expense - TCO	16,649	18,725	-	(18,725)	-	-
Vehicle Service Charges	22,650	19,549	-	(19,549)	-	-
Total Transfer Out	96,697	101,685	-	(101,685)	-	-
Total Expense	430,752	473,226	340,220	(133,006)	357,580	17,361

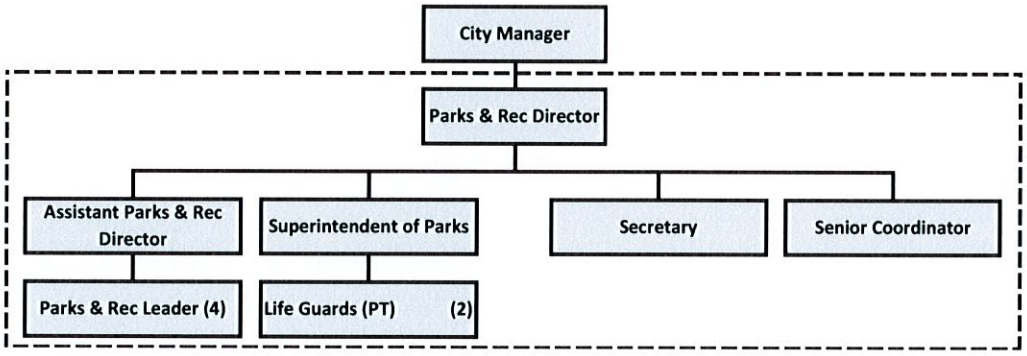
Code Enforcement - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Special Magistrate Services	6,000
Office Supplies	Miscellaneous	2,000
Clothing Expense	Bulletproof Vests	2,600
	Other	600
	Total	**3,200**
Computer Equipment	Vehicle Mobile Computer Equipment (4)	17,000

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 comprehensive City recreation program that recognizes the diversity and varying needs of the community and promotes and provides programs to address the breadth of these needs. An attractive and well-maintained park system of sufficient capacity that provides healthy, relaxing and enjoyable opportunities to be outdoors for both individuals and families.

Current Year Accomplishments (Reduced Due To COVID-19 Restrictions)

- Renovation of Ingram Park, including new lights, renovated restroom, renovated tennis and basketball courts and pavilions
- Complete renovation of the Sherbondy Community Center air conditioning system
- Four football teams earned the right to be in the championships with the Eight-And-Under team winning the championship.
- Black history month program, including staff breakfast
- Halloween youth program
- Christmas toy program
- Senior's program, including a Senior's Valentine's Party

FY 21 Objectives (Subject To Possible COVID-19 Restrictions)

- Development of parks masterplan
- Apply for State recreations grants (FRDAPs)
- Reintroduce a full range of recreation activities at the renovated Ingram Park
- Determine the future of small building at Segal Park
- Develop City youth and adult basketball leagues
- Implement water aerobics program
- Restructure Senior program to make increased usage of City facilities and increase participation
- Expand Afterschool Care and Cheerleading programs
- Expand fitness and healthy eating programs
- Development of brochures to promote recreation and parks opportunities

Measurements

- Apply for State recreation grant (FRDAP) – Target = Minimum of one
- Senior Program increase in FY 19 average participation – Target = 30%
- Sherbondy Young Adult Fitness Program increase in FY 19 average participation – Target = 30%
- Football Program increase in FY 20 average participation – Target = 30%
- Afterschool Care (Segal Park / Helen Miller) Program increase in FY 19 average participation – Target = 40%
- Cheerleader Program increase in FY 19 average participation – Target = 30%

Parks & Recreation

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst		Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	70,304	70,304	70,845	541	70,574	(271)
Salaries - Regular	196,001	247,889	220,415	(27,474)	285,874	65,459
Salaries - Part Time	9,943	-	15,632	15,632	8,422	(7,210)
Salaries - Overtime	-	1,000	5,000	4,000	1,000	(4,000)
Total Salaries	276,248	319,193	311,892	(7,301)	365,870	53,978
Benefits						
FICA	20,023	24,342	23,859	(483)	27,992	4,133
Retirement	23,007	26,951	26,417	(534)	36,587	10,170
Life And Health Insurance	46,098	53,624	39,604	(14,020)	54,941	15,337
Total Benefits	89,128	104,917	89,880	(15,037)	119,520	29,640
Total Compensation	365,376	424,110	401,772	(22,338)	485,390	83,618
Operating Expense						
Other Contracted Services	-	60,325	58,711	(1,614)	150,000	91,289
Special Events	8,170	26,000	15,300	(10,700)	21,000	5,700
Rentals & Leases	5,176	1,721	2,344	623	2,344	-
Building Repair & Maintenance	250	-	-	-	-	-
Grounds Maintenance	-	70,750	70,750	-	-	(70,750)
Pool Maintenance	20,024	15,000	13,500	(1,500)	13,500	-
Recreation Progrms	4,322	5,000	2,000	(3,000)	5,000	3,000
Recreational Activities	11,803	13,000	8,700	(4,300)	12,400	3,700
Recreation Football Program	13,507	15,000	15,000	-	-	(15,000)
Office Supplies	1,105	1,500	3,000	1,500	7,000	4,000
Operating Expense	3,835	5,000	917	(4,083)	-	(917)
Uniforms	-	2,000	-	(2,000)	700	700
Elderly Services	6,251	10,000	6,308	(3,692)	14,508	8,200
Summer Camp Program	3,837	10,000	10,000	-	10,000	-
Sports Officials Fees	5,850	7,000	7,000	-	2,000	(5,000)
Total Operating Expense	84,130	242,296	213,530	(28,766)	238,452	24,922
Capital						
Machinery & Equipment	4,347	17,750	15,000	(2,750)	-	(15,000)
Vehicle Lease/Purchase	-	-	21,350	21,350	-	(21,350)
Total Capital	4,347	17,750	36,350	18,600	-	(36,350)
Contingency						
Parks & Recreation Reserve	-	217,144	-	(217,144)	-	-
Total Contingency	-	217,144	-	(217,144)	-	-
Total Expense Ex Transfer Out	453,853	901,300	651,652	(249,648)	723,842	72,190
Transfer Out						
Information Tech Charges	30,648	48,373	-	(48,373)	-	-
Insurance Charges - Risk	24,041	22,471	-	(22,471)	-	-
Vehicle Service Charges	31,710	27,368	-	(27,368)	-	-
Total Transfer Out	86,399	98,212	-	(98,212)	-	-
Total Expense	540,252	999,512	651,652	(347,860)	723,842	72,190

Parks & Recreation - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Contracted Service	Park Masterplan	150,000
Special Events	Easter event	1,500
	Christmas toys	3,500
	Halloween fun night	2,500
	Back to school book giveaway	2,500
	Black history month	4,300
	Opa-locka annual invitation track meet	2,200
	Other	2,500
	Total	**21,000**
Rentals & Leases	Copier	2,344
Pool Maintenance	Monthly maintenance	13,500
Recreation Programs	Operation safe flying	2,000
	Dance – uniforms – awards	500
	Cheerleading competition	2,500
	Total	**5,000**
Recreational Activities	Outdoor equipment	700
	Kid healthy eating program	4,000
	Flag football	1,500
	Lightning detection equipment	500
	T-Ball – Little League	1,700
	Youth track meets	2,000
	Basketball	2,000
	Total	**12,400**
Recreational Football	League Fees	-
	Helmets	-
	Shoulder Pads	-
	Cheer Uniforms	-
	Field Paint	-
	Participation Trophies	-
	Youth Footballs	-
	Uniforms	-
	Total	-
Office Supplies	Miscellaneous	2,000
	Brochures	5,000
	Total	**7,000**
Uniforms	Staff uniforms	700
Elderly Services	Trophies	75
	Catering	733
	Excursions	800
	Ms. Senior Florida pageant	400
	Birthday celebrations	1,000
	Valentine's Day	2,300
	Fitness Trainer	4,200
	Other	5,000

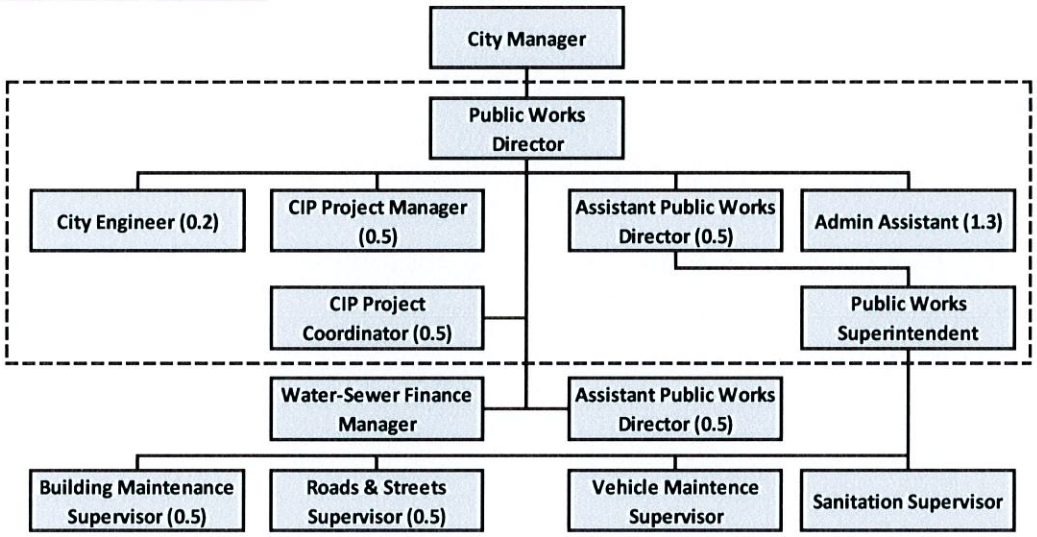
Parks & Recreation - Footnote Detail

	Total	**14,508**
Summer Camp Program	Kid healthy eating program	2,500
	Supplies	7,500
	Total	**10,000**
Sports Officials Fees	Football	-
	Basketball	1,650
	Baseball	350
	Total	**2,000**

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.

Current Year Accomplishments – Accomplishments indicated in the Public Works, Public Utilities and CIP division sections.

FY 21 Objectives – FY 21 Objectives indicated in the Public Works, Public Utilities and CIP division sections.

Measurements – Measurements indicated in the Public Works, Public Utilities and CIP division sections.

Public Works - Admin

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	108,000	90,000	187,431	97,431	68,964	(118,467)
Salaries - Regular	71,043	55,702	56,131	429	179,291	123,160
Total Salaries	179,043	145,702	243,562	97,860	248,255	4,693
Benefits						
FICA	15,026	11,147	18,633	7,486	18,992	359
Retirement	12,892	12,341	20,630	8,289	24,826	4,196
Life And Health Insurance	19,787	21,511	17,129	(4,382)	26,172	9,043
Total Benefits	47,705	44,999	56,392	11,393	69,990	13,598
Total Compensation	226,748	190,701	299,954	109,253	318,245	18,291
Operating Expense						
Other Professional Services	57	800	800	-	600	(200)
Other Contracted Services	-	300	180	(120)	624	444
Postage	-	500	-	(500)	-	-
Rentals & Leases	865	5,000	5,000	-	4,999	(1)
Repair & Maintenance - Bldg	74	-	-	-	-	-
Office Supplies	1,595	1,875	1,875	-	2,000	125
Educational Costs	-	220	-	(220)	-	-
Auto Lease	4,356	-	-	-	-	-
Total Operating Expense	6,947	8,695	7,855	(840)	8,223	368
Capital						
Computers	-	-	-	-	6,600	6,600
Total Capital	-	-	-	-	6,600	6,600
Contingency						
PW Admin Reserve	-	19,700	-	(19,700)	-	-
Total Contingency	-	19,700	-	(19,700)	-	-
Total Expense Ex Transfer Out	233,695	219,096	307,808	88,713	333,067	25,259
Transfer Out						
Information Tech Charges	5,663	8,939	-	(8,939)	-	-
Insurance Charges - Risk	36,286	36,286	-	(36,286)	-	-
Rental Expense - TCO	7,045	7,490	-	(7,490)	-	-
Vehicle Service Charges	31,710	27,368	-	(27,368)	-	-
Total Transfer Out	80,704	80,083	-	(80,083)	-	-
Total Expense	314,399	299,179	307,808	8,630	333,067	25,259

Public Works - Administration - Footnote Detail

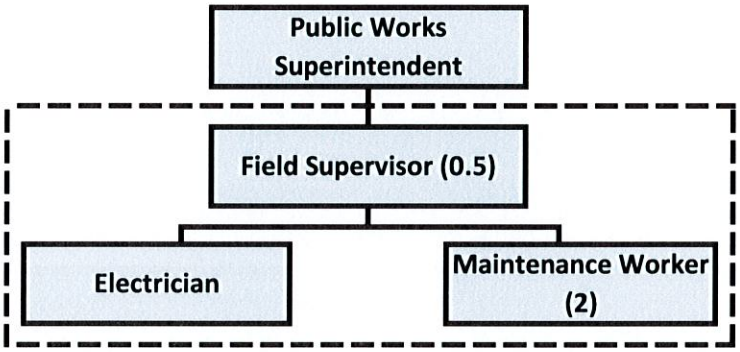
Account Name	Footnote Detail	Proposed Budget
Other Professional Services	Miami-Dade Fire Inspection	600
Other Contracted Services	Employee Uniform Services Administrative Fees	624
Rentals & Leases	Copier	4,999
Office Supplies	Miscellaneous	2,000
Computers	Desktops (4), Laptop (1)	6,600

Requested Positions Not In Budget	Duties	Potential Cost ($)
Public Works Administrative Manager	Support the Public Works Director by providing administrative oversight to ensure that the ten Public Works divisions and the City's Capital Improvement Program (CIP) are making intended progress and meeting all requirements.	70,000

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.

Current Year Accomplishments

- Replaced restroom roof at Ingram Park
- Repaired Fleet Maintenance facility roof
- Restored Sherbondy Village athletic field lighting
- Replaced Sherbondy Community Center complete air conditioning system

FY 21 Objectives

- Develop short- and long-term maintenance strategies and schedule for City facilities
- Develop plans to refurbish the Historic Fire Station and former Human Resources office as part of restoration of the Historic City Hall. (Future construction dependent on identification of available funding.)
- Upgrade of Ingram Park restroom facilities.
- Energy audit

Measurements

- Documented short- and long-term maintenance strategies – Target = Yes

Public Works - Building Maintenance

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries-Regular	161,998	109,554	110,396	842	141,733	31,337
Salaries - Overtime	2,015	2,000	2,000	-	6,000	4,000
Total Salaries	164,013	111,554	112,396	842	147,733	35,337
Benefits						
FICA	12,016	8,381	8,599	218	11,301	2,702
Retirement	20,268	9,279	9,520	241	14,773	5,253
Life And Health Insurance	24,606	31,034	21,556	(9,478)	26,644	5,088
Total Benefits	56,890	48,694	39,675	(9,019)	52,718	13,043
Total Compensation	220,903	160,248	152,071	(8,177)	200,451	48,380
Operating Expense						
Uniform Rental/Laundry	231	1,500	510	(990)	1,560	1,050
General Expense	-	35,000	-	-	-	-
Rentals & Leases	-	-	-	-	-	-
Building Repair & Maintenance	101,428	130,000	110,033	(19,967)	76,522	(33,511)
Operating Expense	-	-	-	-	-	-
Maintenance Supplies	19,761	25,000	25,000	-	25,000	-
Total Operating Expense	121,420	191,500	135,543	(20,957)	103,082	(32,461)
Capital						
Machinery & Equipment	-	43,745	124,445	80,700	3,000	(121,445)
Total Capital	-	43,745	124,445	80,700	3,000	(121,445)
Contingency						
PW Building Maintenance Reserve	-	231,985	-	(231,985)	-	-
Total Contingency	-	231,985	-	(231,985)	-	-
Total Expense Ex Transfer Out	342,323	627,478	412,059	(180,419)	306,533	(105,526)
Transfer Out						
Information Tech Charges	11,325	13,591	-	(13,591)	-	-
Insurance Charges - Risk	37,684	35,223	-	(35,223)	-	-
Vehicle Service Charges	25,681	25,681	-	(25,681)	-	-
Total Transfer Out	74,690	74,495	-	(74,495)	-	-

Public Works – Building Maintenance - Footnote Detail

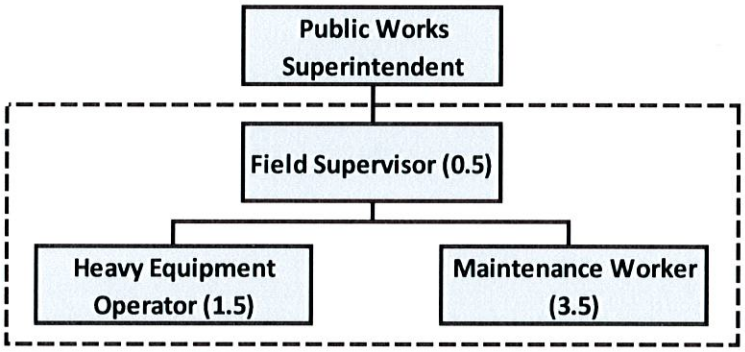
Account Name	Footnote Detail	Proposed Budget ($)
Uniform Rental / Laundry	Employee uniform rental service. $6.00 per employee per week.	1,560
Building Repair & Maintenance	AC Repairs	2,000
	Fire Alarm Testing	2,200
	Fire Alarm Maintenance	3,500
	Elevator inspection	665
	Elevator Maintenance	4,000
	Fire inspections	1,167
	Electrical repairs	3,000
	Ingram Park Repairs	5,000
	Janitorial Services	10,000
	Other unplanned repairs	45,000
	Total	**76,522**
Maintenance Supplies	Miscellaneous	25,000
Machinery & Equipment	Paint Spraying Equipment	3,000

Requested Positions Not In Budget	Duties	Potential Cost ($)
Carpenter Helper	Maintenance services	39,000

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)

Current Year Accomplishments

- Resurfaced 6.5 miles of roadways
- Major pothole patching program greatly reducing number of potholes.
- Installation of high intensity streetlights throughout the City to increase safety and serve as a deterrence to illegal dumping.
- Renovated gateway marker at NW 151st Street and NW 27th Avenue

FY 21 Objectives

- Resurface 3 lane-miles of roadways (Reduced funding available due to impact of COVID-19. Additional funding may become available from the Citizens Independent Transport Trust (CITT) with its approval of the FY 18 audit. At such as this is confirmed, a budget amendment will be submitted to address additional resurfacing.)
- Continued focus on identification and repair of potholes
- Go out for new bids for the median maintenance contract
- Renovate gateway marker at southwest entry into City
- Continued sidewalk repairs
- Tree-trimming program with new bucket truck

Measurements

- Rebid median contract – Target = Yes
- Repaired sidewalk – Target = 500 square feet (100 feet of 5-foot wide sidewalk or 125 feet of 4-foot wide sidewalk)
- Resurfaced lane-miles – Target = 3 lane-miles

Public Works - Roads & Streets

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries-Regular	190,675	262,413	259,383	(3,030)	185,853	(73,530)
Salaries - Overtime	5,629	2,000	4,000	2,000	2,000	(2,000)
Total Salaries	196,304	264,413	263,383	(1,030)	187,853	(75,530)
Benefits						
FICA	14,604	20,075	20,149	74	14,371	(5,778)
Retirement	17,478	22,226	22,309	83	18,785	(3,523)
Life And Health Insurance	24,304	36,350	38,209	1,859	31,270	(6,939)
Total Benefits	56,386	78,651	80,667	2,016	64,426	(16,240)
Total Compensation	252,690	343,064	344,050	986	252,279	(91,770)
Operating Expense						
Employee Physicals	-	-	-	-	-	-
Other Contracted Services	219,562	298,480	296,811	(1,669)	196,000	(100,811)
Uniform Rental/Laundry	875	3,000	816	(2,184)	2,496	1,680
Electicity, Gas & Water	-	-	-	-	131,000	131,000
Rentals & Leases	20,121	15,000	15,000	-	1,000	(14,000)
Repairs - Machinery & Equipment	4,753	5,000	5,000	-	8,000	3,000
Operating Expense	4,317	16,000	4,834	(11,166)	-	(4,834)
Clothing & Uniform Expense	-	1,500	550	(950)	500	(50)
Road Materials & Supplies	7,984	70,000	46,447	(23,553)	40,000	(6,447)
Small Tools & Supplies	7,306	15,000	10,000	(5,000)	10,000	-
Total Operating Expense	264,918	423,980	379,458	(44,522)	388,996	9,538
Capital						
Machinery & Equipment	48,011	158,358	92,445	(65,913)	58,000	(34,445)
Total Capital	48,011	158,358	92,445	(65,913)	58,000	(34,445)
Contingency						
PW Streets Reserve	-	52,256	-	(52,256)	-	-
Total Contingency	-	52,256	-	(52,256)	-	-
Total Expense Ex Transfer Out	565,619	977,658	815,953	(161,705)	699,275	(116,677)
Transfer Out						
Information Tech Charges	22,576	35,633	-	(35,633)	-	-
Insurance Charges - Risk	240,218	224,528	-	(224,528)	-	-
Vehicle Service Charges	81,943	66,943	-	(66,943)	-	-
Total Transfer Out	344,737	327,104	-	(327,104)	-	-
Total Expense	910,356	1,304,762	815,953	(488,809)	699,275	(116,677)

Public Works – Roads & Streets - Footnote Detail

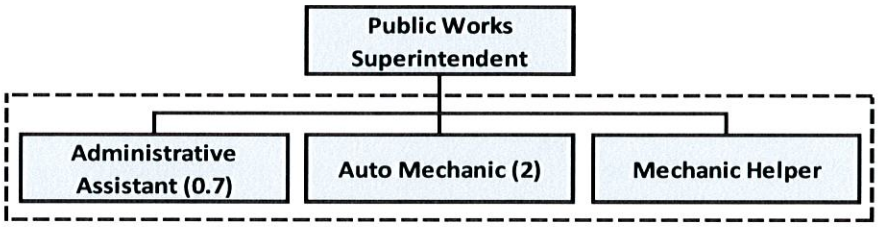
Account Name	Footnote Detail	Proposed Budget
Other Contracted Services	Landscaping	148,000
	Tree Trimming	15,000
	Irrigation Repairs	8,000
	Earthmoving Services	15,000
	Other	10,000
	Total	**196,000**
Uniform Rental / Laundry	Employee uniform rental - $6.00 per employee per week	2,496
Electricity, Gas, Water	Electricity for City new LED high intensity street lights	131,000
Rentals & Leases	Miscellaneous	1,000
Repairs – Machinery & Equipment	Unplanned equipment repairs	8,000
Clothing & Uniform Expense	Protective equipment for hazardous worksites	500
Road Materials & Supplies	Asphalt, concrete, mulch, gravel, etc.	40,000
Small Tools & Supplies	Miscellaneous	10,000
Machinery & Equipment	Pothole Patcher Installment Payment	58,000

Requested Positions Not In Budget	Duties	Potential Cost ($)
Heavy Equipment Operator (1.5)	Vehicle driver in support of Roads & Streets operations	80,000
Maintenance Worker (2.5)	Maintenance of roadways	115,000

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

Current Year Accomplishments

- Developed repair parts and tires inventory tracking system (currently a manual process).
- Developed a work order tracking and scheduling system (currently a manual process). Since implemented, it has reported 32 preventative maintenance events and 240 unscheduled repairs. This is an undesirable ratio since, when performing correctly, preventative maintenance events should exceed unscheduled repairs.

FY 21 Objectives

- Reduce the number of unscheduled repairs by scheduling a minimum of 100 preventative maintenance events per year.
- Implement fleet management software.
- Request formal competitive bids for parts supplier
- Remove abandoned gasoline storage tank

Measurements

- Ratio of preventative maintenance events to unscheduled repairs – Target = 60% preventative maintenance
- Parts supplier competitive bid process – Target = Yes

Public Works - Vehicle Maintenance

Account Title	FY 19 Actual (Unaudited)	FY 20 Amended Budget	FY 20 Fcst	FY 20 Over / (Under) Amend Bgt	FY 21 Proposed	FY 21 Over / (Under) Fcst
Salaries						
Salaries-Regular	140,282	140,442	140,512	70	155,445	14,933
Salaries - Overtime	-	-	500	500	-	(500)
Total Salaries	140,282	140,442	141,012	570	155,445	14,433
Benefits						
FICA	10,579	10,744	10,787	43	11,892	1,105
Retirement	11,655	11,895	11,944	49	15,545	3,601
Life And Health Insurance	14,823	16,384	17,600	1,216	20,782	3,182
Workers Comp	-	-	-	-	-	-
Total Benefits	37,057	39,023	40,330	1,307	48,218	7,888
Total Compensation	177,339	179,465	181,342	1,877	203,663	22,321
Operating Expense						
Other Contracted Services	49,752	70,000	70,000	-	110,000	40,000
Uniform Rental/Laundry	725	1,000	306	(694)	936	630
Rentals & Leases	589	500	500	-	500	-
Gas, Oil, Grease	254,055	286,000	215,000	(71,000)	255,000	40,000
Vehicle Maintenance	411	-	-	-	-	-
Operating Expense	239	2,000	500	(1,500)	-	(500)
Parts & Repairs	80,629	80,000	75,000	(5,000)	75,000	-
Tires & Wheels	26,809	40,000	30,000	(10,000)	30,000	-
Small Tools & Supplies	1,397	5,000	5,000	-	5,000	-
Total Operating Expense	414,606	484,500	396,306	(88,194)	476,436	80,130
Capital						
Machinery & Equipment	1,755	3,000	3,000	-	-	(3,000)
Total Capital	1,755	3,000	3,000	-	-	(3,000)
Total Expense Ex Transfer Out	593,700	666,965	580,648	(86,317)	680,099	99,451
Transfer Out						
Information Tech Charges	19,242	30,371	-	(30,371)	-	-
Insurance Charges - Risk	28,667	28,667	-	(28,667)	-	-
Total Transfer Out	47,909	59,038	-	(59,038)	-	-
Total Expense	641,609	726,003	580,648	(145,355)	680,099	99,451

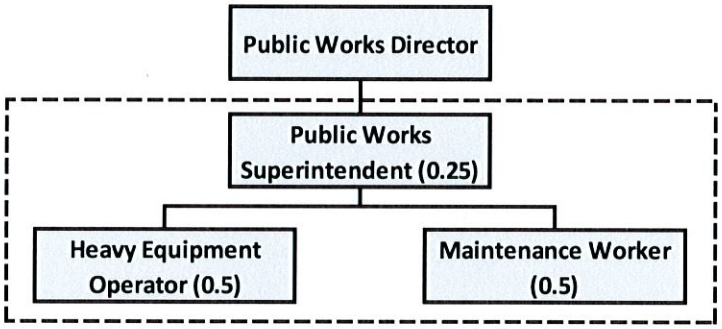
Public Works – Vehicle Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Contracted Services	Unplanned vehicle repairs	70,000
	Removal of abandoned gasoline storage tank	40,000
	Total	**110,000**
Uniform Rental / Laundry	Employee uniform rental - $6.00 per employee per week	936
Rentals & Leases	Miscellaneous	500
Gas, Oil, Grease	Gasoline	250,000
	Oil / Other	5,000
	Total	**255,000**
Parts	Unplanned parts required for repairs	75,000
Tires & Wheels	Replacement tires	30,000
Small Tools & Supplies	Miscellaneous	5,000

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.

Current Year Accomplishments

- On track to remove 2,000 tons of illegally dumbed trash with 1,461 tons collected through the end of May.
- Installation of high intensity street lights throughout the City should lessen the opportunity for surreptitious illegal dumping.

FY 21 Objectives

- Dedicate a heavy equipment operator and a maintenance worker to 20 hours per week each to locate and remove illegal dumping, a very significant increase over the current staffing
- Recommend proposing to the County modification of the memorandum of understanding (MOU) with the County in regard to responsibilities for collecting trash.
    - In the collection of residential trash, both bulk trash and illegal dumping, the MOU allows the County to take up to 14 days which is deemed to be too long. It is recommended the City assume this responsibility to expedite removal which should occur more timely since the focus would be solely on the City. The County currently receives non-ad valorem assessment revenue for this responsibility which the City should then receive.
    - In regard to illegal dumping on commercial properties, the County provides Code services including issuing warnings and then citations as necessary, providing a stream of revenue to the County. The City is responsible for removing this illegal dumping at its own cost. It is recommended the City assume Code responsibility for this to potentially provide some revenue to offset the cost of removing this trash.

FY 21 Objectives – Continued

- Work with other City departments to periodically deploy unannounced large enforcement teams covering the entire City to identify and cite illegal dumpers.
- Deploy cameras at strategic locations to identify illegal dumpers

Measurements

- Tons collected – Target = 3,500 ton (Initially tons collected will go up due to increased City efforts to remove illegal dumping, but then will decline when it is broadly recognized that illegal dumping in the City can have significantly adverse implications for those doing the dumping.
- Illegal dumpers cited – Target = 5

Public Works - Illegal Dumping Removal

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries-Regular	-	-	-	-	36,018	36,018
Salaries - Overtime	-	-	-	-	-	-
Total Salaries	-	-	-	-	36,018	36,018
Benefits						
FICA	-	-	-	-	2,755	2,755
Retirement	-	-	-	-	3,602	3,602
Life And Health Insurance	-	-	-	-	5,974	5,974
Total Benefits	-	-	-	-	12,331	12,331
Total Compensation	-	-	-	-	48,349	48,349
Operating Expense						
Solid Waste Disposal	127,977	-	-	-	-	-
Tipping Fees/Disposal Of Ill Dumping	-	110,000	55,000	(55,000)	89,537	34,537
Total Operating Expense	127,977	110,000	55,000	(55,000)	89,537	34,537
Total Expense Ex Transfer Out	127,977	110,000	55,000	(55,000)	137,886	82,886
Total Expense	127,977	110,000	55,000	(55,000)	137,886	82,886

Public Works – Illegal Dumping Removal - Footnote Detail

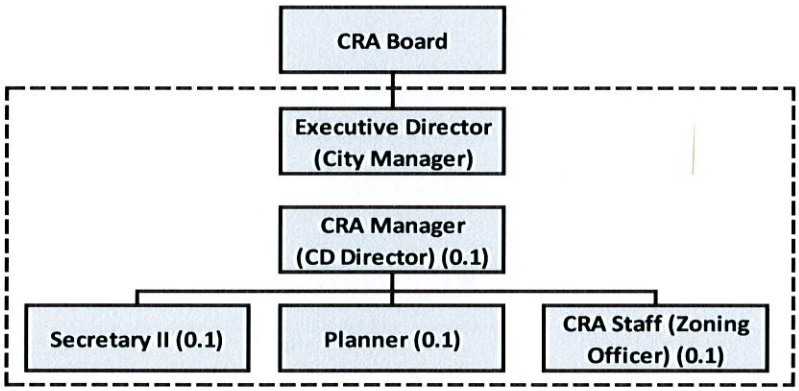
Account Name	Footnote Detail	Proposed Budget
Solid Waste Disposal	Disposal site fees for disposal of illegal roadway dumping	89,537

Requested Positions Not In Budget	Duties	Potential Cost ($)
Heavy Equipment Operator (0.5)	Operate vehicle in support of removal of illegal dumping on a full-time basis	27,000
Maintenance Worker (0.5)	Support removal of illegal dumping of n a full-time basis	23,000

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.

Current Year Accomplishments

- Initiation of façade improvement program
- Initiation of downtown masterplan study
- Workshop with other local CRA officials to stimulate innovative thinking
- Approved a Memorandum of Understanding (MOU) between the CRA and City defining responsibilities and reimbursement
- Assessed valuation of real property in CRA increased 12.7% while remainder of City real property assessed increased 7.4%

FY 21 Objectives

- Completion of a downtown masterplan to provide clear development guidance for those interested in investing in the City
- Renew façade program to further enhance commercial / industrial area appearance.
- Implement a streetscape program to enhance City appearance and canopy coverage
- Update CRA Redevelopment Plan by updating projects to be undertaken, including possibly increasing the size of the Community Redevelopment Area.
- Obtain CDBG funds
- Obtain Brownfield mitigation funds

FY 21 Objectives – Continued

- Development of Taqnia Innovation District in the Opa-locka North Industrial District to incubate an area focused on the technology industry.
- Development of the Opa-locka Moorish Cultural Arts and Entertainment District
- Make a determination as to whether two lakefront acres of Ingram Park should be rezoned for residential development
- Enhance City parks amenities
- Reduction of upfront development fees to incentivize development
- Reduction of parking requirements to incentivize development
- Completion of CRA Policies and Procedures manual

Measurements

- Release RFP for consultant to update CRA Redevelopment Plan issued by December,2020 – Target = Yes
- Complete CRA Policies and Procedures manual for adoption by December, 2020 – Target = Yes
- Complete downtown master plan – Target = Yes

Community Redevelopment Agency (CRA) - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
CRA Fund Ad Valorem Tax - City	381,398	501,826	501,826	-	712,555	210,729
CRA Fund Ad Valorem Tax - County	173,890	232,466	232,466	-	334,355	101,889
Total Revenue	555,288	734,292	734,292	-	1,046,910	312,618
Expense						
Salary	15,778	22,389	22,562	173	22,474	(88)
Benefits	1,621	3,609	6,678	3,069	7,298	619
Total Compensation	17,399	25,998	29,240	3,242	29,772	531
Operating Expense	17,675	421,711	329,711	(92,000)	999,682	669,971
Contingency	-	15,317	-	(15,317)	-	-
Total Expense Ex Transfer Out	35,074	463,026	358,951	(104,075)	1,029,454	670,503
Transfer Out	3,887	349,321	360,222	10,901	17,456	(342,766)
Total Expense	38,961	812,347	719,173	(93,174)	1,046,910	327,737
(Use Of)/Add To Fund Balance	516,327	(78,055)	15,119	93,174	-	(15,119)
Fund Balance - Unassigned						
Beginning	291,272	745,033	745,033	-	760,152	15,119
(Use Of)/Add To Fund Balance	453,761	(78,055)	15,119	93,174	-	(15,119)
Ending	745,033	666,978	760,152	93,730	760,152	-

Community Redevelopment Agency (CRA) - Expense

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	6,248	8,550	8,616	66	8,583	(33)
Salaries - Regular	9,530	13,839	13,946	107	13,891	(55)
Total Salaries	15,778	22,389	22,562	173	22,474	(88)
Benefits						
FICA	1,185	1,713	1,726	13	1,719	(7)
Retirement	436	1,896	1,911	15	2,247	336
Life And Health Insurance	-	-	3,041	3,041	3,331	290
Workers Comp	-	-	-	-	-	-
Total Benefits	1,621	3,609	6,678	3,069	7,298	619
Total Compensation	17,399	25,998	29,240	3,242	29,772	531
Operating Expense						
Other Professional Services	-	175,000	175,000	-	219,000	44,000
Accounting & Auditing	-	5,000	2,500	(2,500)	5,000	2,500
Other Contracted Services	17,500	30,000	24,000	(6,000)	-	(24,000)
State & County Admin	175	6,711	6,711	-	5,165	(1,546)
Promotional Activiites (Facades)	-	200,000	120,000	(80,000)	500,000	380,000
Advertising	-	2,500	-	(2,500)	-	-
Pubs/Subs/Memberships	-	2,500	1,500	(1,000)	-	(1,500)
Trust Account	-	-	-	-	270,517	270,517
Total Operating Expense	17,675	421,711	329,711	(92,000)	999,682	669,971
Contingency						
CRA Reserve	-	15,317	-	(15,317)	-	-
Total Contingency	-	15,317	-	(15,317)	-	-
Total Expense Ex Transfer Out	35,074	463,026	358,951	(104,075)	1,029,454	670,503
Transfer Out						
Reimbursement - Water & Sewer	-	344,972	344,972	-	-	(344,972)
Reimbursement - Gen Fund	-	-	5,054	5,054	5,767	713
Information Tech Charge	798	1,260	1,816	556	1,803	(13)
Insurance Charge - Risk	3,089	3,089	4,766	1,677	5,735	969
Occupany - TCO	-	-	3,614	3,614	4,152	538
Total Transfer Out	3,887	349,321	360,222	10,901	17,456	(342,766)
Total Expense	38,961	812,347	719,173	(93,174)	1,046,910	327,737

Community Redevelopment Agency (CRA) - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Legal services	24,000
	CRA Plan update	195,000
	Total	**219,000**
Accounting & Auditing	Two audits @ $2,500 per audit	5,000
State & County Administrative Fee	State – Dept of Economic Opportunity (DEO) fee	150
	County – 1.5% of County TIF contribution fee	5,105
	Total	**5,165**
Promotional Activity	Facades Program	200,000
	Streetscape Program	250,000
	Park Amenities	50,000
	Total	**500,000**
Trust Account	Surplus of funding over expenditures	270,517
Reimbursement – General Fund	Payment to General Fund for administrative services	5,767
Information Technology Charge	Payment to the Information Technology Internal Services Fund for IT support	1,803
Insurance Charge	Payment to the Risk Management Internal Services Fund for insurance	5,735
Occupancy – Town Center	Payment for CRA staff occupancy in Town Center	4,152

Requested Positions Not In Budget	Duties	Potential Cost ($)
CRA Coordinator (0.5)		30,000

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.

Current Year Accomplishments – Due to the City's Financial Emergency, the bank had been withholding the surplus of pledged funds over the annual debt service related to the 2015 note rather than allowing it to be distributed back to the General Fund. By spring of this year, the retained surplus funds had grown to $5.2 million. The City entered into negotiations with the bank, resulting in one-half of this amount being released to the General Fund to fund operations and the second half converted into a pre-payment on the debt to reduce the $6.0 balloon payment scheduled for FY 26.

FY 21 Objectives – NA – This is an administrative fund with no operational responsibilities.

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

Debt Service - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
FY 11 Bond-Related Revenue						
State Revenue Sharing	794,995	608,081	543,498	(64,583)	580,383	36,885
Local Gov 1/2 Sales Tax	702,856	1,296,066	907,246	(388,820)	1,210,253	303,007
Total FY 11 Bond-Related Revenue	1,497,851	1,904,147	1,450,744	(453,403)	1,790,636	339,892
FY 15 Note-Related Revenue						
Utility Tax - FPL	1,453,807	1,244,096	995,277	(248,819)	796,221	(199,055)
Telecom Tax	399,446	347,121	425,000	77,879	425,000	-
Total FY 15 Note-Related Revenue	1,853,253	1,591,217	1,420,277	(170,940)	1,221,221	(199,055)
Total Revenue	3,351,104	3,495,364	2,871,021	(624,343)	3,011,857	140,836
Expense						
Debt Service						
FY 11 Bond						
Bond Principal	262,761	545,000	545,000	-	564,000	19,000
Bond Interest	159,957	141,635	141,635	-	122,684	(18,951)
	422,718	686,635	686,635	-	686,684	49
FY 15 Note						
2015 Bond Principal	202,166	252,150	251,399	(751)	260,452	9,053
2015 Bond Interest	233,844	271,073	271,814	741	262,761	(9,053)
	436,010	523,223	523,213	(10)	523,213	-
Total Debt Service	858,728	1,209,858	1,209,848	(10)	1,209,897	49
Transfer Out						
Transfer Out - Surplus To Gen Fund	919,196	2,285,508	3,311,173	1,025,665	1,801,960	(1,509,213)
Total Transfer Out	919,196	2,285,508	3,311,173	1,025,665	1,801,960	(1,509,213)
Total Expense	1,777,924	3,495,366	4,521,021	1,025,655	3,011,857	(1,509,164)
(Use Of)/Add To Fund Balance	1,573,180	(2)	(1,650,000)	(1,649,998)	-	1,650,000
Fund Balance - Restricted						
Beginning	6,583,852	8,157,032	8,157,032	8,157,032	6,507,032	-
(Use Of)/Add To Fund Balance	1,573,180	(2)	(1,650,000)	(1,649,998)	-	1,650,000
Ending	8,157,032	8,157,030	6,507,032	6,507,034	6,507,032	1,650,000

Safe Neighborhood Fund

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.

Current Year Accomplishments

- Funded 14% of resurfacing 13 lane-miles of roadway (remainder funded from People's Transportation Plan Fund) – Number of lanes in a roadway normally vary between two and four lanes.
- Completed restoration of 2105 Ali-Baba building
- Renovated Ingram Park lighting and restroom
- Evaluated restoration requirements for the Opa-locka Historic City Hall

FY 21 Objectives -

- Three lane-miles of roadway restoration. (Very low gas tax revenue anticipated and no other sources of revenue identified at this time.)
- Identify additional sources of funding for restoration of the Opa-locka Historic City Hall ($600,000 County grant currently available)

Measurements -

- Cost per lane-mile – Target = Less than $65,000
- Identification of additional sources of funding for restoration of the Opa-locka Historic City Hall – Target = Yes

Safe Neighborhood Fund - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
Gas Tax - First Local Option (1-6)	216,657	208,338	139,136	(69,202)	139,136	-
Gas Tax - County Ninth Cent (1-5)	100,264	79,496	47,698	(31,798)	47,698	-
Total Revenue - Ex Grants	316,921	287,834	186,834	(101,000)	186,834	-
Grants						
SN CIP Grant-CDBG AL (MDC/CDBG)	-	464,750	471,917	7,167	-	(471,917)
CDBG (MDC/PHCD)	-	179,335	179,335	-	-	(179,335)
SN CIP Grant-SFRTA	50,693	-	-	-	-	-
Total Grants	50,693	644,085	651,252	7,167	-	(651,252)
Total Revenue	367,614	931,919	838,086	(93,833)	186,834	(651,252)
Transfer-In						
From General Fund	-	300,000	339,805	39,805	-	(339,805)
Total Transfer-In	-	300,000	339,805	39,805	-	(339,805)
Total Funding	367,614	1,231,919	1,177,891	(54,028)	186,834	(991,057)
Expense						
Capital						
Resurfacing Improvements	510,922	287,834	186,141	(101,693)	186,834	693
2105 Ali-Baba Improvements	-	464,750	481,750	17,000	-	(481,750)
Historic City Hall	-	100,000	100,000	-	-	(100,000)
Ingram Park	-	410,000	410,000	-	-	(410,000)
Total Capital	510,922	1,262,584	1,177,891	(84,693)	186,834	(991,057)
Contingency						
Working Capital Reserve	-	505,516	-	(505,516)	-	-
Total Contingency	-	505,516	-	(505,516)	-	-
Total Expense	510,922	1,768,100	1,177,891	(590,209)	186,834	(991,057)
(Use of)/Add To Fund Balance	(143,308)	(536,181)	-	536,181	-	-
Fund Balance - Unassigned						
Beginning	(103,389)	(246,697)	(246,697)	-	(246,697)	-
(Use Of)/Add To Fund Balance	(143,308)	(536,181)	-	536,181	-	-
Ending	(246,697)	(782,878)	(246,697)	536,181	(246,697)	-

Safe Neighborhood CIP - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Resurfacing Improvements	See Governmental Funds CIP Section	186,384

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.

Current Year Accomplishments

- Funded 86% of resurfacing of 13 lane-miles of roadway (remainder came from Safe Neighborhood Fund) – Number of lanes in a road normally varies between two and four lanes
- Installed 2.6 miles of new sidewalk
- Operated the community bus service
- Obtained bus shelters to provide shelter to residents waiting for the community bus.

FY 21 Objectives

- Implement second, larger community bus route funded by County CITT funds and requested Federal Department of Transportation (FDOT) grant. Will be brought into the FY 21 budget as a budget amendment at such time that funding is confirmed.
- Support completion of Cairo Lane project with $800,000 for roadway portion of project
- Approximately 6 lane-miles of roadway restoration
- Approximately 2.0 miles of new sidewalk

Measurements

- Implementation of second community bus route – Target = Yes
- Community bus ridership (current route) – Target = ?
- Cost per lane-mile – Target = Less than $65,000 per lane mile
- Cost per sidewalk-mile – Target = Less than $130,000 per sidewalk-mile

People's Transportation Plan - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
PTT - County Tran System - Bus	75,000	148,597	209,000	60,403	200,000	(9,000)
PTT - County Tran System - Roads	-	1,495,390	1,294,436	(200,954)	500,000	(794,436)
Total Revenue	75,000	1,643,987	1,503,436	(140,551)	700,000	(803,436)
Expense						
Operating Expense						
Other Contracted Services	-	1,438,140	1,498,140	60,000	373,166	(1,124,974)
Bus Circulator Expense	210,388	180,000	209,000	29,000	210,000	1,000
Total Operating Expense	210,388	1,618,140	1,707,140	89,000	583,166	(1,123,974)
Capital						
Bus Shelters	-	20,000	20,000	-	-	(20,000)
Cairo Lane	-	-	-	-	800,000	800,000
Total Capital	-	20,000	20,000	-	800,000	780,000
Contingency						
Working Capital Reserve	-	5,847	-	(5,847)	-	-
Total Contingency	-	5,847	-	(5,847)	-	-
Total Expense	210,388	1,643,987	1,727,140	83,153	1,383,166	(343,974)
(Use Of)/Add To Fund Balance	(135,388)	-	(223,704)	(223,704)	(683,166)	(459,462)
Fund Balance - Unassigned						
Beginning	1,343,940	1,208,552	1,208,552	-	984,848	(223,704)
(Use Of)/Add To Fund Balance	(135,388)	-	(223,704)	(223,704)	(683,166)	(459,462)
Ending	1,208,552	1,208,552	984,848	(223,704)	301,682	(683,166)

People's Transportation Plan - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Contracted Services	Road Resurfacing – Phase V – See General Fund CIP Section	113,166
	Sidewalks – See General Fund CIP Section	260,000
	Total	**373,166**
Bus Circulator	Community bus	210,000
Cairo Lane	See Governmental CIP Section	800,000

Special Law Enforcement

SPECIAL LAW ENFORCMENT 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

Current Year Accomplishments

- $10,000 to be used for training opportunities.

FY 21 Objectives

- Identification of acceptable usages for which these funds can be fully utilized

Measurements

- Identification of significant acceptable usages for which these funds can be utilized – Target = Yes

Special Law Enforcement Fund - Summary

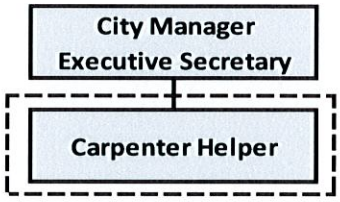
	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
Law Enforcement Training	2,395	-	-	-	-	-
Court Forfeiture	9,310	-	-	-	-	-
Total Revenue	11,705	-	-	-	-	-
Total Funding	11,705	-	-	-	-	-
Expense						
Operating Expense						
General Expenses	4,406	-	-	-	-	-
Educational Costs	-	10,000	-	(10,000)	-	-
Total Operating Expense	4,406	10,000	-	(10,000)	-	-
Total Expense	4,406	10,000	-	(10,000)	-	-
(Use 0f)/Add To Fund Balance	7,299	(10,000)	-	10,000	-	-
Fund Balance - Unassigned						
Beginning	663,431	670,730	670,730	-	670,730	-
(Use Of)/Add To Fund Balance	7,299	(10,000)	-	10,000	-	-
Ending	670,730	660,730	670,730	10,000	670,730	-

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.

Current Year Accomplishments

- Enhanced emergency generator equipment to ensure that Police Department, located in the building, will have sufficient power to fulfill duties in emergencies when external power is lost.
- Upgraded fire detection alarm system to enhance safety and eliminate fire inspection violations
- Maximized safety of staff by taking extraordinary steps to sanitize the building in response to COVID-19, both utilizing the janitorial staff to continuously sanitize the offices and also deep cleaning the building in response to employees testing positive for the virus.
- Painted building exterior to improve appearance and enhance the neighborhood
- Had IT install personal temperature monitoring equipment to identify staff and visitors who might be COVID-19 contagious

FY 21 Objectives

- Hire a property manager to maximize tenant occupancy, resolve tenant issues and otherwise provide guidance in the rental of building offices.
- 100% occupancy of rentable offices
- Subdivide building into condominiums to be fully recorded with the County by December 31, 2020 to limit building property tax liability to only those units occupied by 'for-profit" tenants
- Have an energy audit conducted
- Upgrade of interior conditions to better reflect a positive City of Opa-locka image

Measurements

- Occupancy – Target = 90% of available rental square footage
- Under management of a property manager – Target = 90% of the time
- Sub-divided deeds for all components of the building recorded with the County by December 31, 2020

Town Center - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
Rent -SF Workforce	-	78,602	14,152	(64,450)	42,456	28,304
Rent - Art Academy Of Excellence	83,236	215,408	45,756	(169,652)	45,756	-
Rent - S FL School Of Excellence	34,375	-	132,956	132,956	132,956	-
Total Revenue	117,611	294,010	192,864	(101,146)	221,168	28,304
Transfer-In						
Transfer In From General Fund	326,276	379,155	375,804	(3,351)	431,792	55,988
Adjustment	-	(4,647)	-	4,647	-	-
Total Transfer-In	326,276	374,508	375,804	1,296	431,792	55,988
Total Funding	443,887	668,518	568,668	(99,850)	652,960	84,292
Expense						
Salary	12,363	29,120	29,344	224	30,109	765
Benefits	927	10,190	10,161	(29)	11,264	1,103
Total Compensation	13,290	39,310	39,505	195	41,373	1,868
Operating Expense	616,058	560,000	435,052	(124,948)	508,000	72,948
Contingency	-	20,000	-	(20,000)	-	-
Total Expense Ex Transfer Out	629,348	619,310	474,557	(144,753)	549,373	74,816
Transfer Out	48,911	49,208	94,111	44,903	103,587	9,475
Total Expense	678,259	668,518	568,668	(99,850)	652,960	84,292
Over / (Under)	(234,372)	-	-	-	-	-

Town Center - Expense

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Regular	12,297	29,120	29,344	224	30,109	765
Salaries - Overtime	66	-	-	-	-	-
Total Salaries	12,363	29,120	29,344	224	30,109	765
Benefits						
FICA	936	2,228	2,244	16	2,304	60
Retirement	-	2,466	2,485	19	3,011	525
Life And Health Insurance	(9)	5,496	5,431	(65)	5,949	518
Total Benefits	927	10,190	10,161	(29)	11,264	1,103
Total Compensation	13,290	39,310	39,505	195	41,373	1,868
Operating Expense						
Other Contracted Services	177,329	263,000	267,247	4,247	208,000	(59,247)
Electric, Gas, Water	71,487	80,000	95,500	15,500	85,000	(10,500)
Repair & Maintenance - Building	367,242	67,000	72,305	5,305	55,000	(17,305)
Real Estate Tax	-	150,000	-	(150,000)	160,000	160,000
Total Operating Expense	616,058	560,000	435,052	(124,948)	508,000	72,948
Contingency						
Fund Balance Reserve	-	20,000	-	(20,000)	-	-
Total Contingency	-	20,000	-	(20,000)	-	-
Total Expense Ex Transfer Out	629,348	619,310	474,557	(144,753)	549,373	74,816
Transfer Out						-
Information Tech Charge	1,585	2,502	4,540	2,038	4,506	(34)
Insurance Charge - Risk	42,795	42,795	72,866	30,071	80,593	7,727
Vehicle Service Charge	4,531	3,911	-	(3,911)	-	-
Reimbursement - Administrative	-	-	16,705	16,705	18,487	1,782
Reimbursement - Electric	-	-	-	-	-	-
Total Transfer Out	48,911	49,208	94,111	44,903	103,587	9,475
Total Expense	678,259	668,518	568,668	(99,850)	652,960	84,292

Town Center - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Contracted Services	Security services	138,000
	Janitorial services	54,000
	Elevator maintenance	10,000
	Fire services	4,000
	Total	**208,000**
Electric, Gas, Water	Electricity	75,000
	Water	9,500
	Gas	500
	Total	**85,000**
Building Repair & Maintenance	Unplanned repairs	55,000
Real Estate Tax	Property tax results from "for-profit" tenant. City will receive back one-third as City property tax. Condominium units to be established to address this problem.	160,000
Information Technology Charge	Payment to the Information Technology Internal Service Fund for IT support	4,506
Insurance Charge	Payment to the Risk Management Internal Service Fund for insurance	80,593
Reimbursement - Administrative	Payment to the General Fund for administrative support	18,487

Water
Sewer
Summary

Water Sewer Fund - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Revenue - Ex Grants	9,483,840	12,008,616	12,860,318	851,702	11,201,096	(1,659,222)
Grants	14,963	692,488	214,788	(477,700)	479,934	265,146
Loans	348,558	4,304,308	389,936	(3,914,372)	2,800,966	2,411,030
Transfer In	-	344,972	344,972	-	-	(344,972)
Total Funding	9,847,361	17,350,384	13,810,014	(3,540,370)	14,481,996	671,982
Expense						
Salary	638,170	918,560	700,272	(218,288)	809,388	109,116
Benefits	220,113	288,701	211,427	(77,274)	272,289	60,861
Total Compensation	858,283	1,207,261	911,699	(295,562)	1,081,677	169,977
Operating Expense	6,583,918	6,656,007	6,046,056	(609,951)	6,295,106	249,050
Capital	1,161,664	5,306,300	1,517,190	(3,789,110)	3,550,400	2,033,210
Debt Service	781,339	2,060,000	1,974,565	(85,435)	1,974,565	-
Contingency	27,644	798,052	10,000	(788,052)	641,411	631,411
Total Expense Ex Transfer Out	9,412,848	16,027,620	10,459,510	(5,568,110)	13,543,159	3,083,649
Transfer Out	1,158,786	1,322,764	832,396	(490,368)	938,837	106,441
Total Expense	10,571,634	17,350,384	11,291,906	(6,058,478)	14,481,996	3,190,090
(Use of)/Add To Working Capital	(724,273)	-	2,518,108	2,518,108	-	(2,518,108)
Working Capital						
Beginning	(1,322,857)	(2,047,130)	(2,047,130)	-	470,978	2,518,108
Working Capital Adjustments	(724,273)	-	2,518,108	2,518,108	-	(2,518,108)
Ending	(2,047,130)	(2,047,130)	470,978	2,518,108	470,978	-

Water & Sewer - Revenue

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
Water Revenue	4,060,977	5,326,094	5,818,940	492,846	5,140,608	(678,332)
Fire Line Charge	611	1,500	1,500	-	1,500	-
Fire Hydrant Charge	42,237	2,000	-	(2,000)	-	-
Returned Checks	12,434	1,000	1,000	-	1,000	-
Returned Check Charge	1,123	1,000	1,000	-	1,000	-
Re-Connect Fee	75	-	-	-	-	-
Lock Meter Fee	80	-	-	-	-	-
Plug Line Fee	300	-	-	-	-	-
Broken Lock Fee	50	-	-	-	-	-
New Service Application	600	1,000	1,000	-	1,000	-
Water Sewer Verification	2,800	2,400	2,400	-	2,400	-
Water Service Installation	14,784	6,000	6,000	-	6,000	-
Non-Ad Valorem Fire	-	97,788	64,000	(33,788)	95,000	31,000
Sewer Revenue	4,627,678	5,714,370	6,225,576	511,206	5,303,940	(921,636)
Other Miscellaneous Revenue	10,612	1,000	1,000	-	1,000	-
DERM Revenue Service Fee	689,927	838,964	722,402	(116,562)	632,148	(90,254)
Excise Tax	17,324	15,000	15,000	-	15,000	-
Miami-Dade Lien Release	295	250	250	-	250	-
Opa-locka Lien ReLease	1,933	250	250	-	250	-
Total Revenue Ex Grants	9,483,840	12,008,616	12,860,318	851,702	11,201,096	(1,659,222)
Grants						
Federal Grants	-	214,788	214,788	-	-	(214,788)
State Revolving Fund - Grants	14,963	477,700	-	(477,700)	479,934	479,934
Total Grants	14,963	692,488	214,788	(477,700)	479,934	265,146
Total Revenue	9,498,803	12,701,104	13,075,106	374,002	11,681,030	(1,394,076)
Loans						
State Revolving Loan - Water	348,558	4,304,308	389,936	(3,914,372)	2,800,966	2,411,030
Total Loans	348,558	4,304,308	389,936	(3,914,372)	2,800,966	2,411,030
Total Transfer In						
Transfer In From CRA	-	344,972	344,972	-	-	(344,972)
Total Transfer In	-	344,972	344,972	-	-	(344,972)
Total Funding	9,847,361	17,350,384	13,810,014	(3,540,370)	14,481,996	671,982

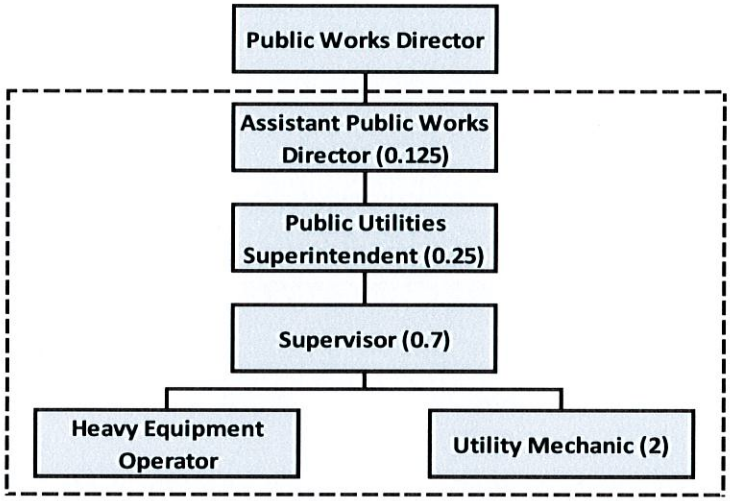
Water-Sewer - Total Expense

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Executive	169,981	182,500	-	(182,500)	52,702	52,702
Regular	456,141	693,460	656,236	(37,224)	715,583	59,347
Part-Time	-	17,000	32,436	15,436	22,253	(10,183)
Overtime	12,048	25,600	11,600	(14,000)	18,850	7,250
Total Salaries	638,170	918,560	700,272	(218,288)	809,388	109,116
Benefits						
FICA	45,855	68,766	53,571	(15,195)	61,927	8,356
Retirement	64,359	76,136	59,313	(16,823)	80,939	21,626
Life & Health	109,899	143,799	98,543	(45,256)	129,423	30,879
Total Benefits	220,113	288,701	211,427	(77,274)	272,289	60,861
Total Compensation	858,283	1,207,261	911,699	(295,562)	1,081,677	169,977
Operating Expense	6,583,918	6,656,007	6,046,056	(609,951)	6,295,106	249,050
Capital	1,161,664	5,306,300	1,517,190	(3,789,110)	3,550,400	2,033,210
Debt Service	781,339	2,060,000	1,974,565	(85,435)	1,974,565	-
Contingency	27,644	798,052	10,000	(788,052)	641,411	631,411
Total Expense Ex Transfer Out	9,412,848	16,027,620	10,459,510	(5,568,110)	13,543,159	3,083,649
Transfer Out	1,158,786	1,322,764	832,396	(490,368)	938,837	106,441
Total Expense	10,571,634	17,350,384	11,291,906	(6,058,478)	14,481,996	3,190,090
Divsions						
Water Distribution	2,433,902	3,208,492	2,338,350	(870,142)	2,583,420	245,070
Wastewater Collection & Trans.	3,487,395	3,679,912	3,551,732	(128,180)	3,714,392	162,659
Water-Sewer Finance / Cust Service	3,134,100	4,606,925	3,731,243	(875,682)	4,377,785	646,542
Service Line & Meter Maintenance	256,115	318,840	126,328	(192,512)	267,224	140,896
Water-Sewer CIP	1,260,122	5,536,215	1,544,252	(3,991,963)	3,539,175	1,994,922
Total Expense	10,571,634	17,350,384	11,291,906	(6,058,478)	14,481,996	3,190,090

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.

Current Year Accomplishments

- Repaired several large volume leaks which in aggregate reduced water loss by approximately 12%
- Repaired/replace 50 fire hydrants
- Installed three hydro flusher units to circulate water at critical junctures in the distribution system to prevent water from becoming immobile for extended periods to maintain water quality
- Water quality surpassed standards established as part of annual testing requirements

FY 21 Objectives

- Repair / replace one hundred fire hydrants.
- Conduct a leak study to further reduce water loss
- Initiate a program of valve exercising to ensure major valves are fully operational
- Achieve a passing grade in response to annual testing requirements

Measurements

- Water loss – Target = 18% (Currently 24%)
- Hydrant repairs / replacements – Target = 100 hydrants
- Valves exercised – Target = 50 valves
- Water quality – Target = Pass

Water-Sewer - Water Distribution

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	-	68,000	-	(68,000)	-	-
Salaries - Regular	-	65,458	112,707	47,249	146,154	33,447
Salaries - Overtime	-	1,000	1,000	-	1,000	-
Total Salaries	-	134,458	113,707	(20,751)	147,154	33,447
Benefits						
FICA	-	10,210	8,699	(1,511)	11,260	2,561
Retirement	7,903	11,304	9,631	(1,673)	14,715	5,084
Life And Health Insurance	10,338	25,626	16,640	(8,986)	24,525	7,885
Total Benefits	18,241	47,140	34,970	(12,170)	50,500	15,530
Total Compensation	18,241	181,598	148,677	(32,921)	197,654	48,977
Operating Expense						
DERM Service Fee - Pass-Through	649,800	838,964	722,402	(116,562)	632,148	(90,254)
Other Professional Services	53,770	115,000	37,446	(77,554)	28,000	(9,446)
Other Contracted Services	110,051	165,583	77,688	(87,895)	70,000	(7,688)
Uniform Rental/Laundry	307	1,000	408	(592)	1,248	840
Purchase Of Water	1,418,526	1,500,260	1,258,229	(242,031)	1,532,870	274,641
Rentals & Leases	465	1,500	1,500	-	1,500	-
Repairs - Machinery & Equipment	13,064	20,000	15,000	(5,000)	15,000	-
Machinery & Equipment	3,325	-	-	-	-	-
Operating Expense	12	-	-	-	-	-
Equipment Replacement	98	-	-	-	-	-
Special Supplies	309	500	500	-	500	-
Small Tools & Supplies	708	1,500	1,500	-	2,100	600
Total Operating Expense	2,250,435	2,644,307	2,114,673	(529,634)	2,283,366	168,693
Capital						
Improvements Other Than BuildingS	-	1,000	-	(1,000)	-	-
Fire Hydrants	81,156	250,000	60,000	(190,000)	100,000	40,000
Machinery & Equipment	10,965	15,000	15,000	-	-	(15,000)
Computer Equipment	-	-	-	-	2,400	2,400
Total Capital	92,121	266,000	75,000	(191,000)	102,400	27,400
Contingency						
Water Reserve	-	40,069	-	(40,069)	-	-
Total Contingency	-	40,069	-	(40,069)	-	-
Total Expense Ex Transfer Out	2,360,797	3,131,974	2,338,350	(793,624)	2,583,420	245,070
Transfer Out						
Information Tech Charge	5,901	9,314	-	(9,314)	-	-
Insurance Charge - Risk	24,494	24,494	-	(24,494)	-	-
Vehicle Service Charge	42,710	42,710	-	(42,710)	-	-
Total Transfer Out	73,105	76,518	-	(76,518)	-	-
Total Expense	2,433,902	3,208,492	2,338,350	(870,142)	2,583,420	245,070

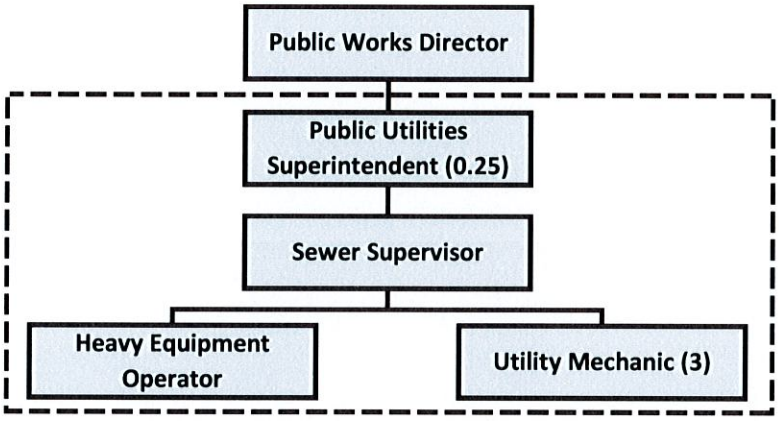
Water-Sewer – Water Distribution - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
DERM Service Fee	6% Miami-Dade Department of Environmental Resources Management (DERM) Surcharge on Water-Sewer revenue which is collected on behalf of the County and passed on to the County	632,148
Other Professional Services	Consultant – water quality	15,000
	Water testing	11,000
	Underground utility locator services	2,000
	Total	**28,000**
Other Contracted Services	Leak detection study	50,000
	Water main repair assistance	10,000
	Other	10,000
	Total	**70,000**
Uniform Rental / Laundry	Employee uniform rental - $6.00 per employee per week	1,248
Water purchase	835 million gallons with a 6.17% rate increase. Gallons assume a 1% decrease due to investment in reducing water loss. Also includes a credit of $83,133 from County truing up FY 19 charges.	1,532,870
Rentals & Leases	Pumps, excavators	1,500
Repairs – Machinery & Equipment	Miscellaneous unplanned repairs	15,000
Special Supplies	Protective clothing for hazardous worksites	500
Small Tools & Supplies	Portable 4" Pumps (2)	600
	Other	1,500
	Total	**2,100**
Fire Hydrants	Fire hydrant repairs	100,000
Computers	Two computers for supervisors	2,400

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.

Current Year Accomplishments

- Major sewer relining projects (21,142 feet) in remaining four sewer collection basins to meet DERM requirements to allow removal of moratorium on new sewer connections.

FY 21 Objectives

- Development of a sanitary sewer hydraulic model for compliance with DERM consent agreement
- Flow test the four most recently relined collection basins (#4, #5, #7 & #8) to remove them from the moratorium on new connections
- Perform smoke testing in Collection Basin #6 to identify and rectify sources of inflow and infiltration
- Clean 100,000 feet of sanitary sewer mains
- Paint the three above-ground pump station buildings
- Apply for wastewater loans and/or grants

Measurements

- I&I loss percentage – Target 30% (Currently 42%)
- Sanitary sewer mains cleaned – Target = 100,000 feet
- Loans and/or grants – Target = Minimum of one application.

Wastewater Collection & Transmission

Account Title	FY 19 Actual (Unaudited)	FY 20 Amended Budget	FY 20 Fcst	FY 20 Over / (Under) Amend Bgt	FY 21 Proposed	FY 21 Over / (Under) Fcst
Salaries						
Salaries - Executive	65,000	-	-	-	-	-
Salaries - Regular	67,314	201,100	151,324	(49,776)	174,500	23,176
Salaries - Overtime	9,980	20,000	8,000	(12,000)	6,000	(2,000)
Total Salaries	142,294	221,100	159,324	(61,776)	180,500	21,176
Benefits						
FICA	10,397	17,138	12,188	(4,950)	13,810	1,622
Retirement	20,682	18,975	13,495	(5,480)	18,050	4,555
Life And Health Insurance	21,265	34,977	27,166	(7,811)	35,960	8,794
Total Benefits	52,344	71,090	52,848	(18,242)	67,820	14,971
Total Compensation	194,638	292,190	212,172	(80,018)	248,320	36,147
Operating Expense						
Other Professional Services	6,105	28,000	5,000	(23,000)	190,000	185,000
Other Contracted Services	507,770	310,000	226,142	(83,858)	232,000	5,858
Uniform Rental/Laundry	177	1,000	612	(388)	1,872	1,260
Electric, Gas, Water	84,662	78,500	95,000	16,500	95,000	-
Sewage Disposal	2,413,902	2,295,000	2,848,296	553,296	2,800,700	(47,596)
Rentals & Leases	18,210	25,000	5,000	(20,000)	5,000	-
Repair & Maintenance - Building	5,520	15,000	29,000	14,000	12,000	(17,000)
Clothing & Uniform Expense	-	500	510	10	500	(10)
Maintenance	168,147	76,000	76,000	-	76,000	-
Chemicals/Horticultural	2,521	3,500	3,500	-	2,500	(1,000)
Small Tools & Supplies	13	500	500	-	500	-
Total Operating Expense	3,207,027	2,833,000	3,289,560	456,560	3,416,072	126,512
Capital						
Lift Station #7 Improvements	-	214,788	-	(214,788)	-	-
Machinery & Equipment	32,810	40,000	40,000	-	40,000	-
Total Capital	32,810	254,788	40,000	(214,788)	40,000	-
Contingency						
Reserve Sick/Accrual	-	17,500	10,000	(7,500)	10,000	-
Sewer Reserve	-	222,815	-	(222,815)	-	-
Total Contingency	-	240,315	10,000	(230,315)	10,000	-
Total Expense Ex Transfer Out	3,434,475	3,620,293	3,551,732	(68,561)	3,714,392	162,659
Transfer Out						
Information Tech Charge	12,635	19,943	-	(19,943)	-	-
Insurance Charge - Risk	22,694	24,494	-	(24,494)	-	-
Vehicle Service Charge	17,591	15,182	-	(15,182)	-	-
Total Transfer Out	52,920	59,619	-	(59,619)	-	-
Total Expense	3,487,395	3,679,912	3,551,732	(128,180)	3,714,392	162,659

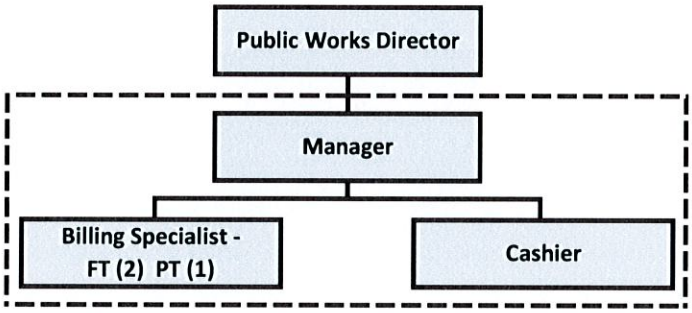
Water-Sewer – Wastewater Collection & Transmission - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Sanitary Sewer Flow Modeling	130,000
	Grant writing services	60,000
	Total	**190,000**
Other Contracted Services	Smoke Testing	50,000
	Manhole Relining	60,000
	Rebuilding Pumps (4)	32,000
	Grinder Pumps (6)	60,000
	Other Unplanned Requirements	20,000
	Total	**222,000**
Uniform Rental / Laundry Service	Employee uniforms - $6.00 per employee per week	1,872
Electric, Gas, Water	Electricity for 19 pump stations	95,000
Sewage disposal	866 million gallons with a 3.18% price increase. Assumes a 5% I&I improvement due to relining investment. Also includes a $79,477 credit from County truing up FY 19 charges.	2,800,700
Rentals & Leases	Pump Rentals	5,000
Repairs & Maintenance - Buildings	Pump Station 11C – Roof Repair	8,000
	Other	4,000
	Total	**12,000**
Clothing & Uniform Expense	Protective clothing – hazardous work conditions	500
Maintenance	Unplanned repairs	76,000
Chemicals / Horticultural	Degreasers and disinfectants	2,500
Small Tools & Supplies	Miscellaneous	500
Machinery & Equipment	Portable Generator	40,000
Leave Pay-Out	Cash out for excess accumulated earned leave for enterprise fund staff	10,000

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

Current Year Accomplishments

- Moved from Finance to Public Works to increase focus on collection issues
- Payment plans for 90 customers implemented

FY 21 Objectives

- Identify former customers with potentially collectible accounts, i.e., accurate accounts with customer still residing at the address where service was provided and implement collection procedures
- Evaluate feasibility of obtaining court judgments against tenants with unresolved delinquencies
- Evaluate feasibility of amending City Code to permit sale of liens for property owners with unresolved delinquencies

Measurements

- Accounts brought into payment status – Target = 100 new accounts brought current or on payment plans

Water-Sewer - Finance / Customer Service

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Regular	235,520	247,576	200,118	(47,458)	199,961	(157)
Salaries - Part Time	-	17,000	32,436	15,436	22,253	(10,183)
Salaries - Overtime	1,933	600	600	-	600	-
Total Salaries	237,453	265,176	233,154	(32,022)	222,814	(10,340)
Benefits						
FICA	17,457	18,940	17,836	(1,104)	17,047	(789)
Retirement	21,597	20,970	19,748	(1,222)	22,281	2,533
Life And Health Insurance	33,963	40,384	27,424	(12,960)	29,910	2,486
Total Benefits	73,017	80,294	65,008	(15,286)	69,238	4,230
Total Compensation	310,470	345,470	298,162	(47,308)	292,052	(6,110)
Operating Expense						
Accounting & Auditing	40,242	62,500	62,500	-	27,500	(35,000)
Other Contracted Services	372,980	480,000	391,420	(88,580)	290,320	(101,100)
Excise Tax To County	106,840	15,000	15,000	-	15,000	-
Postage & Freight	24,098	15,000	200	(14,800)	100	(100)
General Expenses	11,586	1,000	1,000	-	1,000	-
Office Supplies	1,601	3,500	1,000	(2,500)	1,000	-
Lien Recording Charge	-	5,000	1,000	(4,000)	1,000	-
Legal Counsel	488,694	150,000	144,000	(6,000)	200,000	56,000
Legal Settlements	-	355,000	-	(355,000)	-	-
Credit Card Fee	70,578	36,000	10,000	(26,000)	5,000	(5,000)
Total Operating Expense	1,116,619	1,123,000	626,120	(496,880)	540,920	(85,200)
Debt Service						
State Revolving Loan	781,339	800,000	773,473	(26,527)	773,473	-
Debt Due To Miami Dade	-	1,260,000	1,201,092	(58,908)	1,201,092	-
Total Debt Service	781,339	2,060,000	1,974,565	(85,435)	1,974,565	-
Contingency						
	-	-	-	-	631,411	631,411
Total Contingency	-	-	-	-	631,411	631,411
Total Expense Ex Transfer Out	2,208,428	3,528,470	2,898,847	(629,623)	3,438,948	540,101
Transfer Out						
Information Tech Charge	13,693	22,266	90,575	68,309	89,903	(672)
Insurance Charge - Risk	898,886	1,033,719	290,640	(743,079)	342,091	51,452
Rental Expense - TCO	13,093	22,470	3,614	(18,856)	4,152	538
Vehicle Service Charge	-	-	114,301	114,301	133,878	19,577
Admin Expense To Gen Fund	-	-	333,266	333,266	368,812	35,546
Total Transfer Out	925,672	1,078,455	832,396	(246,059)	938,837	106,441
Total Expense	3,134,100	4,606,925	3,731,243	(875,682)	4,377,785	646,542

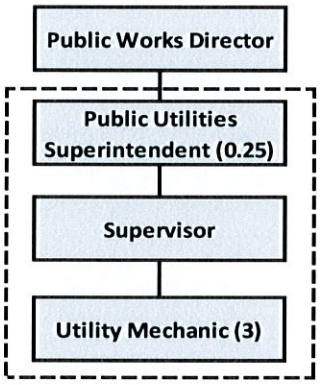
Water-Sewer - Finance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Accounting & Auditing	Enterprise share of audit fees – Two audits	27,500
Other Contracted Services	Armored car services	10,320
	Financial consultants	100,000
	County water-sewer billing charges	180,000
	Total	**290,320**
Excise Tax	Billed and collected on behalf of the County – Pass through	15,000
Postage	Miscellaneous	100
General Expense	Credit card machine, checks, returned checks	1,000
Office Supplies	Miscellaneous	1,000
Lien Recording Charges	Charges to file liens on delinquent water accounts	1,000
Legal Counsel	Legal counsel representing City on utility billing legal issues	200,000
Credit Card Fees	Credit card processor fees	5,000
State Revolving Loan	Debt Service – SRL – CS12080000	106,480
	Debt Service – SRL – WW-800050	139,240
	Debt Service – SRL – WW-130300	31,288
	Debt Service – SRL – WW-130301	333,090
	Debt Service – SRL – DW-130330	5,225
	Debt Service – SRL – DW-130331	158,150
	Total	**773,473**
Debt Due To Miami-Dade	Payment for prior water purchased and wastewater processed	1,201,092
Contingency	Contingency for Water-Sewer Fund for unanticipated additional expenditures or revenue shortfalls	631,411
Information Technology Charge	Payment to Information Technology Internal Services Fund for IT support	89,903
Insurance	Payment to Risk Management Internal Services Fund for insurance	342,091
Town Center Occupancy	Water-Sewer staff Town Center occupancy charges	4,152
Vehicle Service Charge	Payment for vehicle maintenance charges	133,878
General Fund Administrative Services	Payment to the General Fund administrative services received by the Water-Sewer Fund	368,812

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

Current Year Accomplishments

- Repaired / replaced 60 water service lines
- Installed 400 meter boxes to protect meters from surrounding dirt and environmental conditions.

FY 21 Objectives

- Repair / replace 200 water service lines to improve delivery of water
- Bring 100 meter boxes up to grade level to lessen intrusion of dirt which buries the meters and impedes meter reading

Measurements

- Service line repair / replacement – Target = 200 service lines
- Restoration of meter boxes to grade level – Target = 100 meter boxes

Water-Sewer - Service Lines & Meter Maintenance

Account Title	FY 19 Actual (Unaudited)	FY 20 Amended Budget	FY 20 Fcst	FY 20 Over / (Under) Amend Bgt	FY 21 Proposed	FY 21 Over / (Under) Fcst
Salaries						
Salaries - Regular	108,307	134,326	81,241	(53,085)	139,756	58,515
Salaries - Overtime	135	4,000	2,000	(2,000)	11,250	9,250
Total Salaries	108,442	138,326	83,241	(55,085)	151,006	67,765
Benefits						
FICA	7,784	10,276	6,368	(3,908)	11,554	5,186
Retirement	11,758	11,377	7,051	(4,326)	15,101	8,050
Life And Health Insurance	36,549	20,983	16,261	(4,722)	26,816	10,555
Total Benefits	56,091	42,636	29,679	(12,957)	53,470	23,791
Total Compensation	164,533	180,962	112,920	(68,042)	204,476	91,556
Operating Expense						
Uniform Rental/Laundry	326	4,600	408	(4,192)	1,248	840
Rentals & Leases	-	2,000	-	(2,000)	500	500
Service Line Repair & Maintenance	-	-	-	-	50,000	50,000
Machinery & Equipment	8,649	4,000	-	(4,000)	-	-
Operating Expense	-	10,000	10,000	-	-	(10,000)
Small Tools Minor Equipment	12	30,000	3,000	(27,000)	3,000	-
Total Operating Expense	8,987	50,600	13,408	(37,192)	54,748	41,340
Capital						
Equipment	-	3,600	-	(3,600)	8,000	8,000
Total Capital	-	3,600	-	(3,600)	8,000	8,000
Total Expense Ex Transfer Out	173,520	235,162	126,328	(108,834)	267,224	140,896
Transfer Out						
Information Tech Charge	12,635	19,943	-	(19,943)	-	-
Insurance Charge - Risk	24,494	24,494	-	(24,494)	-	-
Vehicle Service Charge	45,466	39,241	-	(39,241)	-	-
Total Transfer Out	82,595	83,678	-	(83,678)	-	-
Total Expense	256,115	318,840	126,328	(192,512)	267,224	140,896

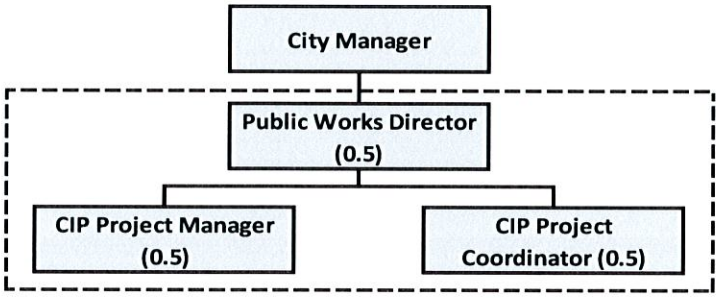
Water-Sewer – Service Line & Meter Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Uniform Rental / Laundry	Employee uniform rental - $6.00 per employee per week	1,248
Rentals & Leases	Miscellaneous	500
Service Line Repair & Maintenance	Parts	15,000
	Line replacement	30,000
	Meter box replacement	5,000
	Total	**50,000**
Small Tools Minor Equipment	Miscellaneous	3,000
Equipment	Light tower	8,000

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.

Current Year Accomplishments

- Cairo Lane - Assessment (See Water-Sewer CIP Section)
- Zone 1-6 Assessment & Design Review (See Water-Sewer CIP Section)
- Pump Station # 4 Collection Basin Sewer Main Relining (See Water-Sewer CIP Section)
- Pump Station # 5 Collection Basin Sewer Main Relining (See Water-Sewer CIP Section)
- Pump Station # 7 Collection Basin Sewer Main Relining (See Water-Sewer CIP Section)
- Pump Station # 8 Collection Basin Sewer Main Relining (See Water-Sewer CIP Section)

FY 21 Objectives

- Cairo Lane – Complete Project (See Water-Sewer CIP Section)
- Zone 1-6 Assessment & Design Review (See Water-Sewer CIP Section)
- Obtain State funding commitment to future year projects

Measurements

- Project completed on time within original adopted budget
- Obtain State funding commitment to future year projec

Water Sewer - Capital Improvement Program (CIP)

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Executive	104,981	114,500	-	(114,500)	52,702	52,702
Salaries - Regular	45,000	45,000	110,846	65,846	55,212	(55,634)
Total Salaries	149,981	159,500	110,846	(48,654)	107,914	(2,932)
Benefits						
FICA	10,217	12,202	8,480	(3,722)	8,256	(224)
Retirement	2,419	13,510	9,389	(4,121)	10,791	1,403
Life And Health Insurance	7,784	21,829	11,053	(10,776)	12,213	1,160
Total Benefits	20,420	47,541	28,921	(18,620)	31,261	2,339
Total Compensation	170,401	207,041	139,767	(67,274)	139,175	(593)
Operating Expense						
Vehicle Lease/Purchase	850	5,100	2,295	(2,805)	-	(2,295)
	-	-	-	-	-	-
Total Operating Expense	850	5,100	2,295	(2,805)	-	(2,295)
Capital						
SRF Projects - Wastewater	-	1,148,970	412,254	(736,716)	-	(412,254)
Cairo Lane	967,117	300,000	100,000	(200,000)	2,900,000	2,800,000
Zone 6	-	1,127,669	-	(1,127,669)	500,000	500,000
Zone 1 & 2	-	1,727,669	289,936	(1,437,733)	-	(289,936)
Burlington Canal	-	477,604	-	(477,604)	-	-
Zone 2 Road Repairs	69,616	-	-	-	-	-
Pump Station #4 Basin Lining	-	-	600,000	600,000	-	(600,000)
Total Capital	1,036,733	4,781,912	1,402,190	(3,379,722)	3,400,000	1,997,810
Contingency						
Working Capital Reserve	27,644	517,668	-	(517,668)	-	-
Total Contingency	27,644	517,668	-	(517,668)	-	-
Total Expense Ex Transfer Out	1,235,628	5,511,721	1,544,252	(3,967,469)	3,539,175	1,994,922
Transfer Out						
Information Tech Charge	-	-	-	-	-	-
Insurance Charge - Risk	24,494	24,494	-	(24,494)	-	-
Total Transfer Out	24,494	24,494	-	(24,494)	-	-
Total Expense	1,260,122	5,536,215	1,544,252	(3,991,963)	3,539,175	1,994,922

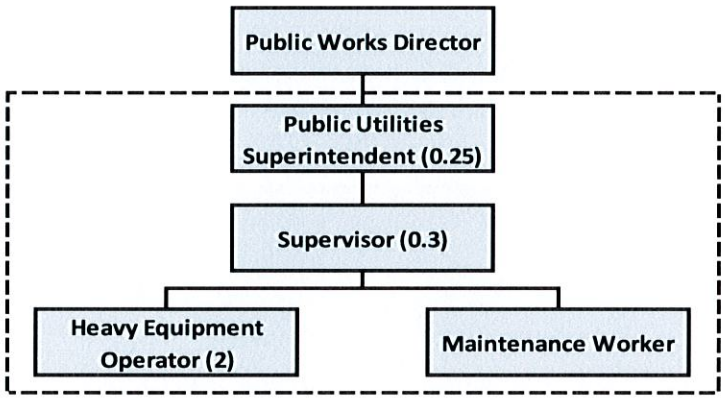
Water-Sewer – CIP - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Cairo Lane	See Water-Sewer CIP Section	2,900,000
Zone 6	See Water-Sewer CIP Section	500,000

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.

Current Year Accomplishments

- Improved stormwater revenue by correcting billing deficiencies of stormwater charges on utility bills
- Cleaned 50 roadside stormwater inlets and 30,000 feet of drainage underground infrastructure
- Met Federal National Pollutant Discharge Elimination system (NPDES) requirements indicating storm run-off met environmental requirements
- Provided assistance to mitigate the impact of flooding events
- Took action to ensure property owner adherence to stormwater management requirements and agreements to mitigate neighborhood flooding
- Acquired large portable pump to provide assistance in flooding events
- Installed GPS tracking equipment on street sweeping vehicle to ensure all streets properly swept of materials potentially interfering with efficient storm run-off
- Initiate a stormwater masterplan study

FY 21 Objectives

- Prepare recommendation to include stormwater charges as assessment on property tax bills to ensure all properties correctly charged and City receives all stormwater fees due
- Clean fifty roadside stormwater inlet and 30,000 feet of drainage underground infrastructure

FY 21 Objectives - Continued

- Sweep 800 miles of street curbs and gutters
- Complete stormwater masterplan study and begin implementation
- Implement stormwater drainage improvement in the Cairo Lane project to be completed in FY 21 and in a second project to be identified as part of current engineering review under way.
- Meet NPDES requirements
- Apply for loans and grants
- Provide assistance throughout the City when rain events overwhelm the stormwater drainage system.

Measurements

- Stormwater roadside inlets cleaned – Target = 50 inlets
- Miles of City streets swept – Target = 800 miles
- Completion of stormwater masterplan – Target = Yes
- Meet NPDES requirements – Target = Yes
- Loans and/or grants applied for – Target = Minimum of one

Stormwater - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual - (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
Storm Water Revenue	1,182,923	1,112,936	1,071,120	(41,816)	1,500,000	428,880
Total Revenue Ex Grants	1,182,923	1,112,936	1,071,120	(41,816)	1,500,000	428,880
Grants						
State Grants (LP13035)	-	353,376	353,376	-	-	(353,376)
Total Grants	-	353,376	353,376	-	-	(353,376)
Total Revenue	1,182,923	1,466,312	1,424,496	(41,816)	1,500,000	75,504
Expense						
Salary	75,085	124,788	34,536	(90,252)	130,886	96,350
Benefits	21,710	35,313	11,014	(24,299)	45,312	34,298
Total Compensation	96,795	160,101	45,550	(114,551)	176,198	130,648
Operating Expense	427,394	545,146	345,440	(199,706)	528,248	182,808
Capital	2,627	565,754	598,754	33,000	2,499,185	1,900,431
Debt Service	10,479	10,479	10,479	-	10,479	-
Contingency	-	4,708	-	(4,708)	96,776	96,776
Total Expense Ex Transfer Out	537,295	1,286,188	1,000,223	(285,965)	3,310,886	2,310,663
Transfer Out	66,198	180,124	118,063	(62,061)	140,102	22,039
Total Expense	603,493	1,466,312	1,118,286	(348,026)	3,450,988	2,332,702
(Use of)/Add To Working Capital	579,430	-	306,210	306,210	(1,950,988)	(2,257,198)
Working Capital						
Beginning	1,335,524	1,914,954	1,914,954	1,914,954	2,221,164	306,210
(Use Of)/Add To Working Capital	579,430	-	306,210	(62,061)	(1,950,988)	(2,257,198)
Ending	1,914,954	1,914,954	2,221,164	(82,300)	270,176	(1,950,988)

Stormwater Expense

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries - Regular	75,085	119,788	33,536	(86,252)	125,886	92,350
Salaries - Overtime	-	5,000	1,000	(4,000)	5,000	4,000
Total Salaries	75,085	124,788	34,536	(90,252)	130,886	96,350
Benefits						
FICA	5,607	9,164	2,642	(6,522)	10,012	7,370
Retirement	5,974	10,146	2,925	(7,221)	13,089	10,163
Life And Health Insurance	10,129	16,003	5,446	(10,557)	22,211	16,765
Total Benefits	21,710	35,313	11,014	(24,299)	45,312	34,298
Total Compensation	96,795	160,101	45,550	(114,551)	176,198	130,648
Operating Expense						
Other Professional Services	380	-	100,000	100,000	300,000	200,000
Other Contracted Services	357,340	522,787	237,053	(285,734)	223,500	(13,553)
Uniform Rental/Laundry	119	1,000	408	(592)	1,248	840
Rentals And Leases	68,938	4,359	-	(4,359)	-	-
Repairs - Machinery & Equipment	617	10,000	5,479	(4,521)	1,000	(4,479)
Special Supplies	-	5,000	500	(4,500)	500	-
Chemicals/Horticultural	-	2,000	2,000	-	2,000	-
Total Operating Expense	427,394	545,146	345,440	(199,706)	528,248	182,808
Capital						
Burlington Canal	-	447,526	447,526	-	-	(447,526)
Machinery & Equipment	2,627	20,000	55,000	35,000	20,247	(34,753)
Vehicle Lease/Purchase	-	68,938	68,938	-	68,938	-
Sharazad	-	13,420	13,420	-	-	(13,420)
Ali Baba	-	13,870	13,870	-	-	(13,870)
131st Street Project	-	1,000	-	(1,000)	-	-
Flood Mitigation	-	1,000	-	(1,000)	-	-
NW 30th Avenue	-	-	-	-	160,000	160,000
Zone 1-6	-	-	-	-	500,000	500,000
Zone 6	-	-	-	-	850,000	850,000
Cairo Lane	-	-	-	-	300,000	300,000
Stormwater Project TBD	-	-	-	-	600,000	600,000
Total Capital	2,627	565,754	598,754	33,000	2,499,185	1,900,431
Debt Service						
State Revolving Loan	10,479	10,479	10,479	-	10,479	-
Total Debt Service	10,479	10,479	10,479	-	10,479	-
Contingency						
Working Capital Reserve	-	4,708	-	(4,708)	96,776	96,776
Total Contingency	-	4,708	-	(4,708)	96,776	96,776
Total Expense Ex Transfer Out	537,295	1,286,188	1,000,223	(285,965)	3,310,886	2,310,663
Transfer Out						
Reimbursement - Admin Cost	-	112,857	59,303	(53,554)	65,628	6,325
Information Tech Charge	5,068	7,998	16,117	8,119	15,998	(120)
Insurance Charge - Risk	47,539	47,539	34,457	(13,082)	48,969	14,512
Rental Expense - TCO	-	-	3,614	3,614	4,152	538
Vehicle Service Charge	13,591	11,730	4,572	(7,158)	5,355	783
Total Transfer Out	66,198	180,124	118,063	(62,061)	140,102	22,039
Total Expense	603,493	1,466,312	1,118,286	(348,026)	3,450,988	2,332,702

Stormwater - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Stormwater master plan	300,000
Other Contracted Services	Fountain maintenance	11,500
	Canal maintenance	160,000
	Stormwater maintenance	40,000
	County stormwater billing fees	12,000
	Total	**223,500**
Uniform Rental / Laundry	Employee uniform services - $6.00 per employee per week	1,248
Repairs – Machinery & Equipment	Miscellaneous	1,000
Special Supplies	Protective equipment for hazardous worksites	500
Chemicals / Horticultural	Mosquito repellant	2,000
Machinery & Equipment	Stormwater system inspection camera	20,247
Vehicle Lease / Payment	Vacuum truck installment payment	68,938
30th Ave Stormwater Project	See Stormwater CIP section	160,000
Zone 1-6 (Stormwater Portion)	See Stormwater CIP section	500,000
Zone 6	See Stormwater CIP section	850,000
Cairo Lane	See Stormwater CIP section	300,000
To Be Determined	See Stormwater CIP section	600,000
Debt Service	Debt service on State Revolving Loan SW 130320	10,749
Contingency	Stormwater Fund contingency for unanticipated expenditures and/or revenue shortfalls	96,776
Reimbursement – Admin Cost	Transfer to the General Fund for administrative support	65,628
Information Technology Charge	Transfer to Information Technology Internal Services Fund for IT support	15,998
Risk Management Charge	Transfer to Risk Management Internal Services Fund for insurance coverage	48,969
Town Center Rental Expense	Recovery for stormwater staff occupancy in Town Center	4,152
Vehicle Service Charge	Recovery of vehicle maintenance services	5,355

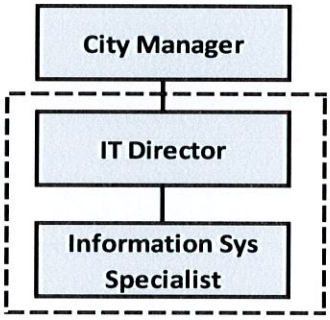
Information Tech. Internal Services Fund

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.

Current Year Accomplishments

- Implemented first-responder cellular wireless spectrum enhancing mission critical departments ability to respond during emergencies and disasters
- Implemented enhanced first responder communication technology which meets and exceeds Federal Information Processing Standards (FIPS) and Criminal Justice Information System (CJIS) compliance.
- Deployed GPS vehicle tracking for Police vehicles and assets.
- Upgraded internet infrastructure increasing bandwidth availability with reduced cost.
- Enhanced City ability to support remote working through an enhanced virtual private network (VPN) and additional laptops.
- Implemented a thermal imaging camera at the Municipal Complex to monitor for potential COVID-19 cases.
- Upgraded the City's phone system by moving to a centralized cloud based voice-over-internet protocol (VOIP) system to enhance service availability and monitor service levels.

Current Year Accomplishments - Continued

- Implemented security measures including CCTV cameras and access control at multiple facilities to further increase active monitoring and protection of assets.
- Upgraded City website (opalockafl.gov)

FY 21 Objectives

- Automation of the Building and Licenses Department to allow all services to be conducted through the City's website.
- Deploy a public self-service web page to request routine data maintained by the City.
- Put online the competitive bidding procurement process from initial submission of proposals to final determination of recommended winner.
- Further migration to cloud computing to reduce reliance on local servers and support.
- Implement Citywide project management application to facilitate sharing of multi-department projects for continuity and consistency of effort.
- Expand availability of other online services to further lessen the need for residents and others to come to City facilities to request these services.
- Embrace the Internet of Things (IoT) concept to more efficiently utilize and deploy resources.
- Implement an around-the-clock call center to promptly and proactively respond to caller issues.
- Complete the upgrade of the City's website and offer enhanced services online
- Upgrade the City's WIFI infrastructure in and around all City-owned buildings
- Update the City's servers and network equipment which have reached end of life support
- Commission approval of the department's Policy and Procedure manual
- Expand virtual and remote working capabilities by implementing a centralized management of remote services
- Develop a continuing education and certification schedule for IT staff
- Assist in development of a public relations plan which will heavily rely on technology for dissemination of information in concert with the City's public information function.
- Initiate a committee to review and provide feedback on selection of a new enterprise resource planning (ERP) system

Measurements

- Compliance with Florida Department of Law Enforcement (FDLE) technical audit – Target = no findings
- Solution provided to open IT work orders within 4 hours – Target = 80%
- Automation of all Building and Licenses services – Target = Yes

IT Services - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Transfer In	417,994	695,356	719,610	24,254	714,270	(5,340)
Total Funding	417,994	695,356	719,610	24,254	714,270	(5,340)
Expense						
Salary	146,456	137,250	138,306	1,056	137,778	(528)
Benefits	40,351	44,071	39,016	(5,055)	42,632	3,616
Total Compensation	186,807	181,321	177,322	(3,999)	180,410	3,088
Operating Expense	239,124	360,152	340,650	(19,502)	390,327	49,677
Capital	23,106	111,900	117,925	6,025	47,000	(70,925)
Total Expense Ex Transfer Out	449,037	653,373	635,897	(17,476)	617,737	(18,160)
Transfer Out	42,959	41,983	83,712	41,729	96,533	12,820
Total Expense	491,996	695,356	719,610	24,254	714,270	(5,340)
Over / (Under)	(74,002)	-	-	-	-	-

IT - Expense

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries Executive	80,750	85,000	85,654	654	85,327	(327)
Salaries Regular	65,706	52,250	52,652	402	52,451	(201)
Total Salaries	146,456	137,250	138,306	1,056	137,778	(528)
Benefits						
FICA	9,632	10,500	10,580	80	10,540	(40)
Retirement	11,025	11,625	11,715	90	13,778	2,063
Life And Health Insurance	19,694	21,946	16,722	(5,224)	18,314	1,593
Total Benefits	40,351	44,071	39,016	(5,055)	42,632	3,616
Total Compensation	186,807	181,321	177,322	(3,999)	180,410	3,088
Operating Expense						
Other Contracted Services	12,818	23,447	23,447	-	30,000	6,553
Telephone	96,723	124,500	124,500	-	105,000	(19,500)
Telephone - Internet	15,784	20,400	20,000	(400)	24,000	4,000
Office Supplies	226	300	300	-	300	-
Special Supplies	3,850	10,000	10,000	-	10,000	-
Software Licensing	103,166	181,505	162,403	(19,102)	221,027	58,624
Automotive Lease/Purchase	6,557	-	-	-	-	-
Total Operating Expense	239,124	360,152	340,650	(19,502)	390,327	49,677
Capital						
Computer Equipment	23,106	111,900	117,925	6,025	47,000	(70,925)
	-	-	-	-	-	-
Total Capital	23,106	111,900	117,925	6,025	47,000	(70,925)
Total Expense Ex Transfer Out	449,037	653,373	635,897	(17,476)	617,737	(18,160)
Transfer Out						
Admin Charge - Gen Fund	-	-	33,410	33,410	36,974	3,564
Information Tech Charge	-	-	9,080	9,080	9,013	(67)
Insurance Charges - Risk	15,438	15,438	25,809	10,371	32,735	6,926
Rental Expense - TCO	18,460	18,725	10,841	(7,884)	12,456	1,615
Vehicle Service Charges	9,061	7,820	4,572	(3,248)	5,355	783
Total Transfer Out	42,959	41,983	83,712	41,729	96,533	12,820
Total Expense	491,996	695,356	719,610	24,254	714,270	(5,340)

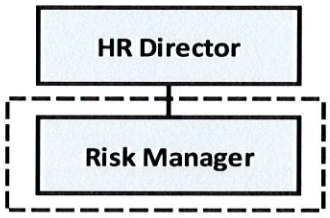
Information Technology - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Contracted Services	External security evaluation	30,000
Telephone	ATT Mobility, Iphone	105,000
Internet	Call One, Nitel	24,000
Office Supplies	Miscellaneous	300
Special Supplies	Unplanned immediate requirements	10,000
Software Licensing	ASCAP	386
	Firewall	9,000
	Broadcast music (General usage - events	685
	CDW Government (Adobe, Other)	2,809
	Website hosting	7,695
	Document imaging and retrieval	7,200
	Code Red	9,750
	Enterprise Resource Planning (ERP) System	70,000
	ADA website compliance	3,500
	IT remote management software	7,500
	Agenda management software	5,280
	Work order management software	20,000
	Project management software	15,000
	Office 365 – to replace local servers and local support	50,000
	Adobe Pro (10)	1,750
	Comprehensive Annual Finance Report Writer	10,000
	Other	472
	Total	**221,027**
Computer Equipment	Server replacement	15,000
	IT department PC (2)	5,000
	City Hall firewall replacement	15,000
	Remote Chambers cameras	10,000
	Uninterruptible power supply (UPS) batteries	2,000
	Total	**47,000**
Admin Charge – General Fund	Payment to the General Fund for administrative services	36,974
Information Technology Charges	Payment to the Information Technology Internal Services Fund for IT support	9,013
Insurance Charges	Payment to the Risk Management Internal Services Fund for insurance	32,735
Occupancy Expense – Town Center	Payment for Town Center occupancy	12,456
Vehicle Service Charges	Payment for vehicle maintenance	5,355

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.

Current Year Accomplishments

- Insurance carrier, Florida Municipal Insurance Trust (FMIT) indicates current year loss experience in regard to Property & Liability and Workers' Compensation has been favorable this year.
- Maintained an active Safety Committee program
- Networked with other cities on safety strategies
- Updated workers compensation code assignments to more actively reflect duties
- Distributed pamphlets on actions to take if injured
- Worked with Public Works to ensure all public areas with potential hazards have appropriate warning signs
- Obtained risk standard operating procedures from other cities and modified them for use in the City
- Updated vehicle inventory to ensure all vehicles properly insured
- Received large rebate from FMIT due to successful audit and good loss record

FY 21 Objectives

- Insurance contract to be put out for competitive bidding.
- Conduct a comprehensive safety program
- Maintain an aggressive asset protection program
- Evaluate causes of loss incidents and work with department heads to implement corrective actions.

Measurements

- Workers compensation cases – Target = 15 new cases
- Vehicle accident cases – Target = 10 vehicle accidents
- Quarterly safety classes to all City employees – Target = Yes

Risk Management - Summary

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Transfer In	2,401,956	2,404,911	2,396,177	(8,734)	2,659,248	263,071
Total Funding	2,401,956	2,404,911	2,396,177	(8,734)	2,659,248	263,071
Expense						
Salary	-	60,000	60,461	461	60,231	(230)
Benefits	32,568	94,199	72,103	(22,096)	68,504	(3,599)
Total Compensation	32,568	154,199	132,564	(21,635)	128,735	(3,829)
Operating Expense	2,133,915	2,247,643	2,233,390	(14,253)	2,497,595	264,205
Capital	-	1,000	-	(1,000)	-	-
Total Expense Ex Transfer Out	2,166,483	2,402,842	2,365,954	(36,888)	2,626,330	260,375
Transfer Out	1,724	2,069	30,223	28,154	32,918	2,696
Total Expense	2,168,207	2,404,911	2,396,177	(8,734)	2,659,248	263,071
Over / (Under)	233,749	-	-	-	-	-

Risk Management - Expense

	FY 19	FY 20			FY 21	
Account Title	Actual (Unaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Salaries Executive	-	60,000	60,461	461	60,231	(230)
Total Salaries	-	60,000	60,461	461	60,231	(230)
Benefits						
FICA	-	4,590	4,626	36	4,607	(19)
Retirement	1,096	5,082	5,121	39	6,023	902
Life And Health Insurance	-	8,184	5,491	(2,693)	6,009	518
Worker's Compensation	25,103	35,000	35,000	-	30,000	(5,000)
Accidental Death	-	1,343	1,865	522	1,865	-
Unemployment Compensation	6,369	40,000	20,000	(20,000)	20,000	-
Total Benefits	32,568	94,199	72,103	(22,096)	68,504	(3,599)
Total Compensation	32,568	154,199	132,564	(21,635)	128,735	(3,829)
Operating Expense						
Motor Vehicle Claims	10,544	30,000	15,000	(15,000)	15,000	-
Postage	-	150	50	(100)	50	-
Pubs/Subscriptions/Memberships	-	-	-	-	-	-
Insurance Charges - Risk	1,943,024	2,080,493	2,068,340	(12,153)	2,332,545	264,205
General Liability - Deductible	180,347	137,000	150,000	13,000	150,000	-
Total Operating Expense	2,133,915	2,247,643	2,233,390	(14,253)	2,497,595	264,205
Capital						
Computer Equipment	-	1,000	-	(1,000)	-	-
Total Capital	-	1,000	-	(1,000)	-	-
Total Expense Ex Transfer Out	2,166,483	2,402,842	2,365,954	(36,888)	2,626,330	260,375
Transfer Out						
Admin Fees - General Fund	-	-	16,705	16,705	18,487	1,782
Information Tech Charges	1,724	2,069	4,540	2,471	4,506	(34)
Insurance Charges - Risk	-	-	8,978	8,978	9,925	947
Total Transfer Out	1,724	2,069	30,223	28,154	32,918	2,696
Total Expense	2,168,207	2,404,911	2,396,177	(8,734)	2,659,248	263,071

Risk Management - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Workers Compensation	Prior ongoing claims from when City was self-insured	30,000
Accidental Death	Insurance associated with police officers	1,865
Unemployment Compensation	Potential payments to the State related to City employees becoming unemployed and request unemployment benefits	20,000
Motor Vehicle Claims	Motor vehicle claims – City's deductible share	15,000
Postage	Miscellaneous	50
Insurance Charges	General Liability	1,316,459
	Auto Liability	69,900
	Auto Physical Damage	39,750
	Property	147,445
	Workers' Compensation	758,991
	Total	**2,332,545**
General liability - Deductible	Deductible portion of general liability insurance paid by the City	150,000
Admin Fees – General Fund	Payment to the General Fund for administrative services	18,487
Information Technology Charges	Payment to the Information Technology Internal Services Fund for IT support	4,506
Insurance Charges	Payment to the Risk Management Internal Services Fund for insurance	9,925

Governmental Funds Five-Year CIP Plan

Governmental Funds Five-Year CIP Plan

Funding Source / Project Name	FY 20 Fcst	FY 21	FY 22	FY 23	FY 24	FY 25	Total FY 21 - FY 25
Funding							
Grants							
MDC/CDBG	471,917	-					-
MDC/PHCD	179,335	-					-
Total Grants	651,252	-	-	-	-	-	-
Internal Funding Sources							
General Fund	425,762	-					-
People's Trans. Plan Revenue	1,294,436	313,166					313,166
People's Trans. Plan Fund Balance	203,704	860,000					860,000
Safe Neighborhood Revenue	186,141	186,834					186,834
Total Internal Funding Sources	2,110,043	1,360,000	-	-	-	-	1,360,000
Total Funding	2,761,295	1,360,000	-	-	-	-	1,360,000
Projects							
Expenditure							
Historic City	100,000	-					-
2105 Ali Baba Renovation	481,750	-					-
Ingram Park Renovation	410,000	-					-
Resurfacing - Phase II - IV	1,182,461	300,000					300,000
Cairo Lane	-	800,000					800,000
NW 139th Street	115,264	-					-
NW 141st Street	123,680	-					-
NW 150 Street & 22nd Court	10,000	-					-
Sidewalks	338,140	260,000					260,000
Total Funded Projects	2,761,295	1,360,000	-	-	-	-	1,360,000
Over / Under	-	-	-	-	-	-	-
Unfunded Projects							
Historic City Hall		1,300,000					
2105 Ali Baba Beautification		25,000					
Total Unfunded Grants	-	1,325,000	-	-	-	-	-

Governmental Funds CIP – Funded Projects

Historic City Hall: Phase I - Reevaluate the facility and develop construction build RFP document.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
General Fund	100,000						
Total Funding	100,000						
Project	100,000						

2105 Ali-Baba: Replacement of flat roof & tile roof. Exterior and interior renovation for public use and to make it ADA compliant.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
MDC/CDBG Grant	471,917						
General Fund	9,833						
Total Funding	481,750						
Project	481,750						

Ingram Park: Installation of new lights and reroofing and restoring the restrooms of the parks. Resurfacing of tennis court and basketball court and replacement of pavilion awnings was also done, but outside of this project.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Safe Neighborhood CIP	179,335						
General Fund	230,665						
Total Funding	410,000						
Project	410,000						

Milling & Resurfacing Phase II, III & IV: Milling and resurfacing of 6.5 miles of City roadways, including limited intersection renovation in some instances. (Map attached.)

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
People's Transportation Plan	1,100,000						
Safe Neighborhood CIP	82,461						
Total Funding	1,182,461						
Project	1,182,461						

Milling & Resurfacing Phase V: Limited milling and resurfacing of 1.5 miles of City roadways due to reduced available funds. To be increased if additional County Citizens Independent Transportation Trust (CITT) funds become available.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
People's Transportation Plan		113,166					113,166
Safe Neighborhood CIP		186,834					186,834
Total Funding		300,000					300,000
Project		300,000					300,000

NW 139th Street: Street restoration and installation of trees on swale area to deter parking

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
General Fund	85,264						
People's Transportation Plan	30,000						
Total Funding	115,264						
Project	115,264						

NW 141st Street: Street restoration and installation of trees on swale area to deter parking

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Safe Neighborhood CIP	93,680						
People's Transportation Plan	30,000						
Total Funding	123,680						
Project	123,680						

NW 150 & 22nd Court: This is a gateway to the City subject to heavy traffic from commercial vehicles. The intersection will be renovated.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Safe Neighborhood CIP	10,000						
Total Funding	10,000						
Project	10,000						

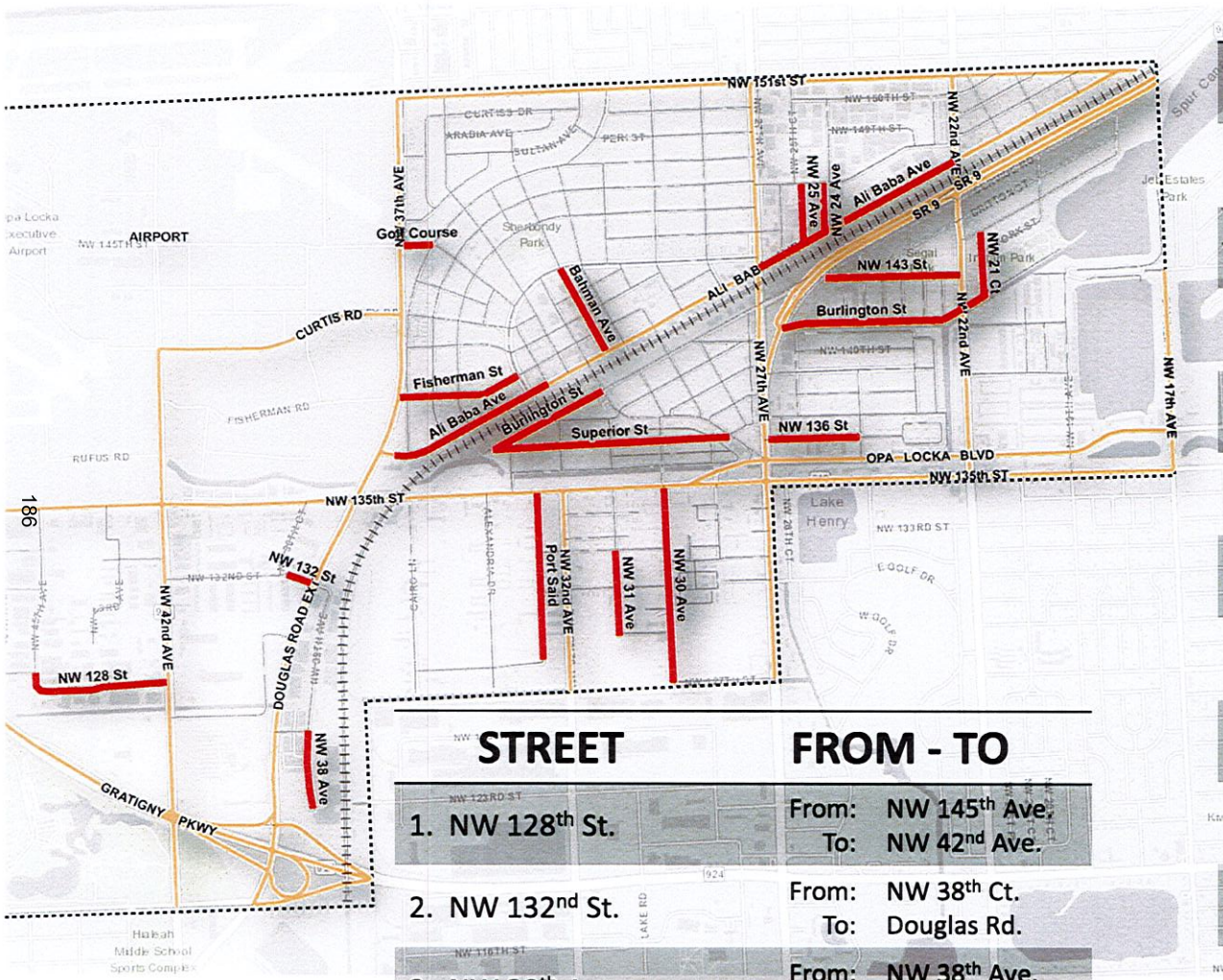
Sidewalk: Installation of new sidewalk (2.6 miles in FY 20 and 2.0 miles in FY 21) to facilitate pedestrian traffic to reach public transportation connection points.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
People's Transportation Plan	338,140	200,000					200,000
Total Funding	338,140	200,000					200,000
Project	338,140	200,000					200,000

Cairo Lane – Road Portion ($800,000 of a $4,000,000 Project with $2,900,000 in Water-Sewer and $300,000 in Stormwater): Will complete the Cairo Lane project including roadway restoration, water and sewer infrastructure and enhanced stormwater drainage capability.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
People's Transportation Plan		800,000					800,000
Total Funding		800,000					800,000
Project		800,000					800,000

MILLING & RESURFACING
PHASE 4 (6.5 miles) 2020



STREET	FROM - TO
1. NW 128th St.	From: NW 145th Ave. To: NW 42nd Ave.
2. NW 132nd St.	From: NW 38th Ct. To: Douglas Rd.
3. NW 38th Ave.	From: NW 38th Ave. To: End of Street
4. Golf Course Blvd.	From: NW 37th Ave. To: Jann Ave.
5. Bahman Ave.	From: Sharazad Blvd. To: Ali Baba Ave.

STREET	FROM - TO
6. Fisherman St.	From: Douglas Rd. To: Sharazad Blvd.
7. Ali Baba Ave.	From: Douglas Rd. To: Aladdin St.
8. Burlington St.	From: Superior St. To: Opa-Locka Blvd.
9. Superior St.	From: Burlington St. To: Opa-Locka Blvd.
10. Port Said Rd.	From: Port Said Rd. To: NW 127th St.
11. NW 31st Ave.	From: NW 132nd Ter. To: NW 129th St.
12. NW 30th Ave.	From: NW 135th St. To: NW 127th St.
13. NW 25th Ave.	From: NW 147th St. To: Ali Baba Ave.
14. NW 24th Ave.	From: NW 147th St. To: Ali Baba Ave.
15. Ali Baba Ave.	From: NW 27th Ave. To: NW 22nd Ave.
16. NW 143rd St.	From: Service Rd. To: NW 22nd Ave.
17. Burlington St.	From: SR 9 To: NW 21st Ct.
18. NW 21st Ct.	From: Burlington St. To: End of Street
19. NW 136th St.	From: NW 27th Ave. To: NW 24th Ave.

Enterprise Funds Five-Year CIP Plan

Water-Sewer Fund Five-Year CIP Plan

Funding Source / Project Name	FY 20 Fcst	FY 21	FY 22	FY 23	FY 24	FY 25	Total FY 21 - FY 25
Funding							
Grants							
EPA	214,788	-					-
LP 13036	-	200,704					200,704
LP 13037	-	279,230					279,230
Total Grants	214,788	479,934	-	-	-	-	479,934
Loans							
SRF WW 130301	389,936	2,274,966					2,274,966
SRF DW 130331	-	526,000					526,000
Total Loans	389,936	2,800,966	-	-	-	-	2,800,966
Internal Funding Sources							
Water-Sewer Revenue	865,867	119,100					119,100
Total Internal Funding Sources	865,867	119,100	-	-	-	-	119,100
Total Funding	1,470,591	3,400,000	-	-	-	-	3,400,000
Projects							
Expenditure							
Cairo Lane	100,000	2,900,000					2,900,000
DCP Zone 1-6	289,936	500,000					500,000
Pump Station #5 - Lining	68,401	-					-
Pump Station #7 - Lining	103,560	-					-
Pump Station #8 - Lining	308,694	-					-
Pump Station #4 - Lining	600,000	-					-
Total Funded Projects	1,470,591	3,400,000	-	-	-	-	3,400,000
Over / Under	-	-	-	-	-	-	-
Unfunded Projects							
Pump Station #6 - Lining	-	201,368					201,368
Pump Station #9 - Renovation	-	600,000					600,000
Pump Station #11-A	-	955,293					955,293
Pump Station #12	-	198,666					198,666
Pump Station #16	-	8,355					8,355
Total Unfunded Projects	-	1,963,682	-	-	-	-	1,963,682

Water-Sewer CIP – Funded Projects

PS# 4: This pump station is being repaired and portions of the gravity main collection basin are being relined to reduce inflow and infiltration (I&I) and to meet County Department of Environmental Resources Management (DERM) requirements as a prerequisite to removing its moratorium on new sewer connections. (See attached map.)

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Water-Sewer Revenue	600,000						
Total Funding	600,000						
Project	600,000						

PS# 5: This pump station is having portions of the gravity main collection basin relined to reduce I&I and to meet DERM requirements as a prerequisite to removing its moratorium on new sewer connections. (See attached map.)

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Water-Sewer Revenue	68,401						
Total Funding	68,401						
Project	68,401						

PS# 7: This pump station is having portions of the gravity main collection basin relined to reduce I&I and to meet DERM requirements as a prerequisite to removing its moratorium on new sewer connections. (See attached map.)

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
EPA Grant	103,560						
Total Funding	103,560						
Project	103,560						

PS# 8: This pump station is being repaired and portions of the gravity main collection basin are being relined to reduce I&I and to meet DERM requirements as a prerequisite to removing its moratorium on new sewer connections. Repairs so far identified include two point repairs and one reverse flow correction. (See attached map)

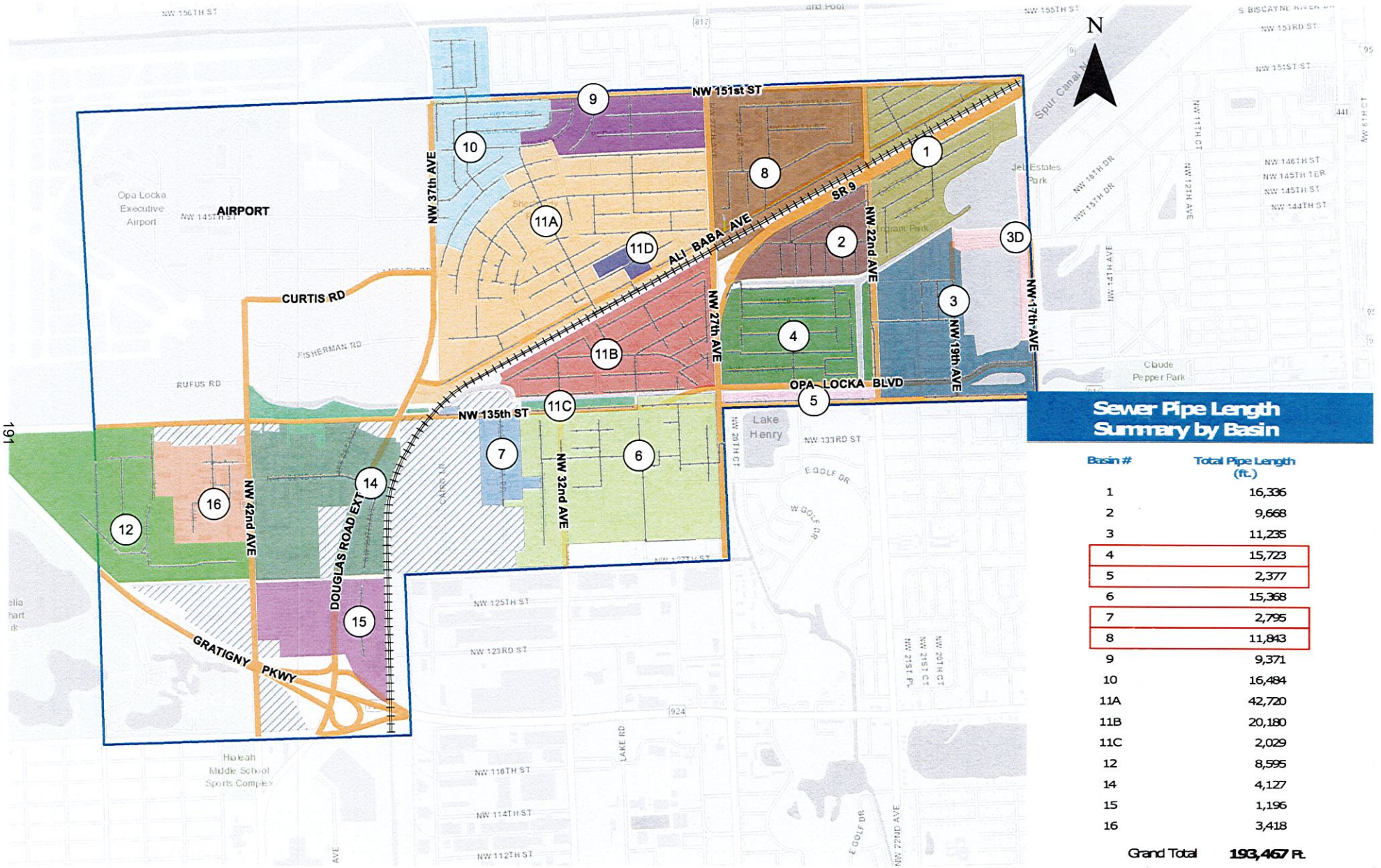
	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
EPA Grant	111,228						
Water-Sewer Revenue	197,466						
Total Funding	308,694						
Project	308,694						

DCP (Zones 1 – 6): For FY 20, there is a review of the design and construction criteria plans and specifications documents developed by engineering consultants for improvement of the City's wastewater, potable water and stormwater infrastructure systems and increase the level of design up to 100%. This project will be implemented in FY 21 with $500,000 expended in the Commerce North area bounded by Ali Baba to the south, 151st Street to the north, NW 22nd Avenue to the east and NW 27th Avenue to the west. Another $500,000 for this project is in Stormwater CIP section.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
SRF Loan DW 130331	289,936	500,000					500,000
Total Funding	289,936	500,000					500,000
Project	289,936	500,000					500,000

Cairo Lane & NW 127th Street (Water-Sewer Portion): FY 20 is the design review and completion of construction plans. FY 21 is construction to complete the roadway and finalize improvement of the sewer and drainage infrastructure. In addition to funding identified here, there is an additional $800,000 in Governmental CIP section (roadways) and $300,000 in Stormwater CIP section.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
SRF Loan WW 130301	100,000	2,274,966					2,274,966
SRF Loan DW 130331		26,000					26,000
SRF Grant LP 13036		200,704					200,704
SRF Grant LP 13037		279,230					279,230
Water-Sewer Revenue		119,100					119,100
Total Funding	100,000	2,900,000					2,900,000
Project	100,000	2,900,000					2,900,000



Sewer Pipe Length Summary by Basin

Basin #	Total Pipe Length (ft.)
1	16,336
2	9,668
3	11,235
4	15,723
5	2,377
6	15,368
7	2,795
8	11,843
9	9,371
10	16,484
11A	42,720
11B	20,180
11C	2,029
12	8,595
14	4,127
15	1,196
16	3,418
Grand Total	**193,467 ft.**

Stormwater Fund Five-Year CIP Plan

Funding Source / Project Name	FY 20 Fcst	FY 21	FY 22	FY 23	FY 24	FY 25	Total FY 21 - FY 25
Funding							
Grants							
LP 13035	353,376	-					-
Total Grants	353,376	-	-	-	-	-	-
Loans	-	-					-
Total Loans	-	-	-	-	-	-	-
Internal Funding Sources							
Stormwater Revenue	221,440	761,564					761,564
Stomwater Fund Balance	-	1,948,436					1,948,436
Total Internal Funding Sources	221,440	2,710,000	-	-	-	-	2,710,000
Total Funding	574,816	2,710,000	-	-	-	-	2,710,000
Projects							
Expenditure							
Burlington Street Canal	447,526	-					-
Sharazad	13,420	-					-
Ali Baba	13,870	-					-
Stormwater Master Plan	100,000	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					600,000
Total Funded Projects	574,816	2,710,000	-	-	-	-	2,710,000
Over / Under	-	-	-	-	-	-	-
Unfunded Projects	-	-					-
Total Unfunded Grants	-	-	-	-	-	-	-

Stormwater CIP – Funded Projects

Burlington Street Canal: Dredging of the canal, restoration of the bank and stabilization of the slope.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Grant LP 13035	353,376						
Stormwater Revenue	94,150						
Total Funding	447,526						
Project	447,526						

Sharazad Stormwater:.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Stormwater Revenue	13,420						
Total Funding	13,420						
Project	13,420						

Ali Baba Stormwater

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Stormwater Revenue	13,870						
Total Funding	13,870						
Project	13,870						

NW 30th Avenue: Stormwater improvement & street reconstruction

		FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Stormwater Revenue		160,000					160,000
Total Funding		160,000					160,000
Project		160,000					160,000

Cairo Lane & NW 127th Street (Stormwater Portion): Design Phase: Develop construction build RFP document

Construction Phase: Complete the development of the roadway and finalize the improvement of the sewer and drainage infrastructure. Included is $800,000 in Governmental CIP section and $2,900,000 in Water-Sewer CIP section.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Stormwater Fund Balance		300,000					300,000
Total Funding		300,000					300,000
Project		300,000					300,000

DCP (Zones 1 – 6): After completion of design activity, this project will be implemented in FY 21 with $500,000 expended in the Commerce North area bounded by Ali Baba to the south, 151st Street to the north, NW 22nd Avenue to the east and NW 27th Avenue to the west. Another $500,000 for this project is in Water-Sewer CIP section.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Stormwater Revenue		301,564					301,564
Stormwater Fund Balance		198,436					198,436
Total Funding		500,000					500,000
Project		500,000					500,000

Zone 6 - Stormwater:

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Stormwater Fund Balance		850,000					850,000
Total Funding		850,000					850,000
Project		850,000					850,000

TBD - Stormwater: Project to be identified with the completion of the stormwater masterplan

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Stormwater Fund Balance		600,000					600,000
Total Funding		600,000					600,000
Project		600,000					600,000

Stormwater Master Plan: Completion of stormwater masterplan initiated in FY 20 to establish priorities and tentative costs for the correction of City flooding issues.

	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 21 - 25
Funding							
Stormwater Revenue	100,000	300,000					300,000
Total Funding	100,000	300,000					300,000
Project	100,000	300,000					300,000