CITY OF

OPA-LOCKA

FLORIDA

ADOPTED FY 22 BUDGET



Table of Contents

Introduction **Page #**

Table of Contents
City Manager's Budget Message....3
Reader's Guide....7
Community Profile....9
City of Opa-locka Organization Chart....10
Miscellaneous Community Statistics....11
Financial Policies and Background....14
Fund Descriptions....21
Fund Balance....24

Citywide Summary

Citywide Financial Summaries....26
Citywide Staffing Summary....32

Financial Summaries

General Fund

Summary of Revenues & Expenditures....34
Schedule of Revenues....37
Schedule of Expenditure....40
City Commission....42
City Manager....46
Non-Department....50
City Clerk....54
City Attorney....59
Human Resources....63
Finance....68
Community Development....73
Building & Licenses....79
Police....84
Code Enforcement....91
Parks & Recreation....96
Public Works – Administration....104
Public Works – Building Maintenance....108
Public Works – Roads & Streets....114
Public Works – Vehicle Maintenance....119
Public Works – Illegal Dumping Removal....124

Community Redevelopment Agency Fund

Commentary....130
Summary of Revenues & Expenditures....133
Schedule of Expenditures....135

Debt Service Fund

Commentary....138
Summary of Revenues & Expenditures....139

Safe Neighborhood Fund **Page #**
Commentary....143
Summary of Revenues & Expenditures....145

People's Transportation Tax Fund
Commentary....151
Summary of Revenues & Expenditures....152

Special Law Enforcement Fund
Commentary....155
Summary of Revenues & Expenditures....156

Town Center
Commentary....159
Summary of Revenues & Expenditures....161
Schedule of Expenditures....163

Water-Sewer Fund
Summary of Revenues & Expenditures....166
Schedule of Revenues....168
Schedule of Expenditures....169
Water Distribution....170
Sewer Collection & Transmission....175
Water-Sewer Finance....180
Service Line & Meter Maintenance....185
Water-Sewer CIP....190

Stormwater Fund
Commentary....195
Summary of Revenues & Expenditures....197

Schedule of Expenditures....199

Internal Services Funds
IT Internal Services
Commentary....202
Summary of Revenues & Expenditures....204
Schedule of Expenditures....206

Risk Management Internal Services
Commentary....210
Schedule of Revenue & Expenditures....212
Schedule of Expenditures....214

Capital Improvement Program (CIP) – Governmental Funds
Five-Year Capital Improvement Plan....216

Capital Improvement Program (CIP) – Water-Sewer Fund
Five-Year Capital Improvement Plan....219

Capital Improvement Program (CIP) – Stormwater Fund
Five-Year Capital Improvement Plan....222

City of Opa-locka

FISCAL YEAR 2022



Veronica J. Williams
Vice Mayor



Matthew Pigatt
Mayor



Chris Davis
Commissioner



Sherelean Bass
Commissioner



John H. Taylor, Jr.
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

Bob Anathan, Budget Administrator

Aria Austin, Public Works Director/CIP Director

Steven Barreira, Chief of Police

Corion DeLaine, Interim CRA Manager

Gregory Gay, Development Services Director

Gerri Lazarre, Interim Finance Director/Consultant

Delven Patterson, Parks & Recreation Director

Nelson Rodriquez, Information Technology Director

Kierra Ward, Human Resources Director

State of Florida Financial Emergency 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

Brian Hunter, Attorney

Budget Message To Be Provided Separately

Budget Message To Be Provided Separately

Budget Message To Be Provided Separately

Budget Message To Be Provided Separately

READER'S GUIDE

The City of Opa-locka Fiscal Year 2022 Proposed budget is intended to serve four purposes:

The Budget as a Policy Guide

As a policy document, the budget indicates what services the City will provide during the twelve-month period beginning October 1, 2021 through September 30, 2022. The Budget Message summarizes the issues facing the City of Opa-locka and how the budget addresses these issues. The Funds Overview includes descriptions of all funds, including their purpose, sources of funding and how they are used. The Departmental budget sections provide accomplishments, major goals, Fiscal Year 2022 objectives and measurements for each department.

The Budget as a Financial Plan

As a financial plan, the budget outlines how much City services will cost and how they will be funded. The Budget Overview section provides a summary of the budget, including major revenue and expenditure categories. Within this section, there is a discussion of the City's accounting structure and budgetary policies. The budget document includes appropriations for operating funds for capital improvement purposes. The Safe Neighborhood Capital Improvement Plan and the Water-Seer Capital Improvement Plan provide five-year guides to infrastructure investments. Information about the City's debt is summarized with the Debt Service section.

The Budget as an Operations Guide

As an operations guide, the budget indicates how services will be delivered to the community. The Departmental budget sections outline the number of positions and the department appropriations approved by the City Commission for the provision of services by each department. Departmental performance measures provide a tool for assessing the work of various City functions. Organizational charts are provided to show how each department is structured for efficient and effective accomplishment of responsibilities.

The Budget as a Communications Device

The budget is designed to be user-friendly with summary information in text, tables and graphs. The budget is an "electronically oriented" document: easy navigation is available through the use of embedded bookmarks and by use of the interactive table of contents. A glossary is included for reference. In addition to this reader's guide, the table of contents which follows provides a listing of the various topics in this budget document. Finally, the budget includes the Budget Message section, which provides the reader with a condensed analysis of the fiscal plans for the City for the upcoming fiscal year.

READER'S GUIDE (CONTINUED)

The Fiscal Year 2022 budget is present by fund, which include the following funds.

Governmental Funds

- General Fund
- Community Redevelopment Agency (CRA) Fund
- Debt Service (CIP) Fund
- Safe Neighborhood Capital Improvement Program (CIP) Fund
- Town Center Fund
- People's Transportation Program Fund
- IT Internal Services Fund
- Risk Management Internal Services Fund
- Special Law Enforcement Fund

Proprietary Funds

- Water-Sewer Fund
- Stormwater Fund

In each of these funds there is a summary sheet of the revenues, expenditures and reserve balances. This is followed by revenue and expenditure detail.

The General Fund and the Water-Sewer sections also provide information on the departments and divisions within those funds. More detailed information is provided in each fund, department and other fund summaries.

The department budget presentations consist of a narrative description and a summary of staffing information. The departmental budget section consists of the department's costs by summary categories (personnel services, operating and departmental capital outlay) and also in detail. Non-operating costs (debt payments and interfund transfers) are also shown in the budget sections, when appropriate. Additionally, each budget section includes one or more pages providing underlying expenditure details for each account.

The capital projects sections represent those projects which will improve the effectiveness of the delivery of City services and/or enhance the community's quality of life. Information included for these funds consist of a summary of the requests, a table of current year recommended appropriations, a five-year capital improvement schedule and a description of each project. Funding sources for recommended projects are also identified.

Copies of this document are available for review upon request at the City Clerk's Office, Fourth Floor, 780 Fisherman Street, Opa-locka.

COMMUNITY PROFILE

The City of Opa-locka, located in the northwest area of Miami-Dade County, was founded in 1925 by Glenn H. Curtiss, a pioneer aviator, airplane manufacturer and real estate developer. In the 1920's he also developed the Cities of Hialeah and Miami Springs. The name "Opa-locka" is derived from the Seminole Indian word Opatishawockalocka and means "big island covered with many trees in the swamp". The City is envisioned by many as the Baghdad of Miami-Dade County and was incorporated in 1926.

The entire City was developed with an Arabian theme which was carried throughout all phases of the City's development, including streets named Aladdin, Sharazad, Sesame, Caliph, Ali Baba and Sinbad. Opa-locka's Moorish architecture is more of a design theme than a specific style. Architect Bernard E. Mueller collaborated upon the design of the City with planner Clinton McKenzie. Meuller's designs for the buildings were inspired by the book, The 1001 Tales of the Arabian Nights, from which stories he created an elaborate architectural motif of domes, minarets and arches. Significantly, City Hall, the first major structure with the City, was inspired from a description of the palace of Emperor Kosroushah in "The Talking Bird", one of the stories in the book. The mosque-like building, with domes, minarets and arches, provides a distinctive iconic presence for the City.

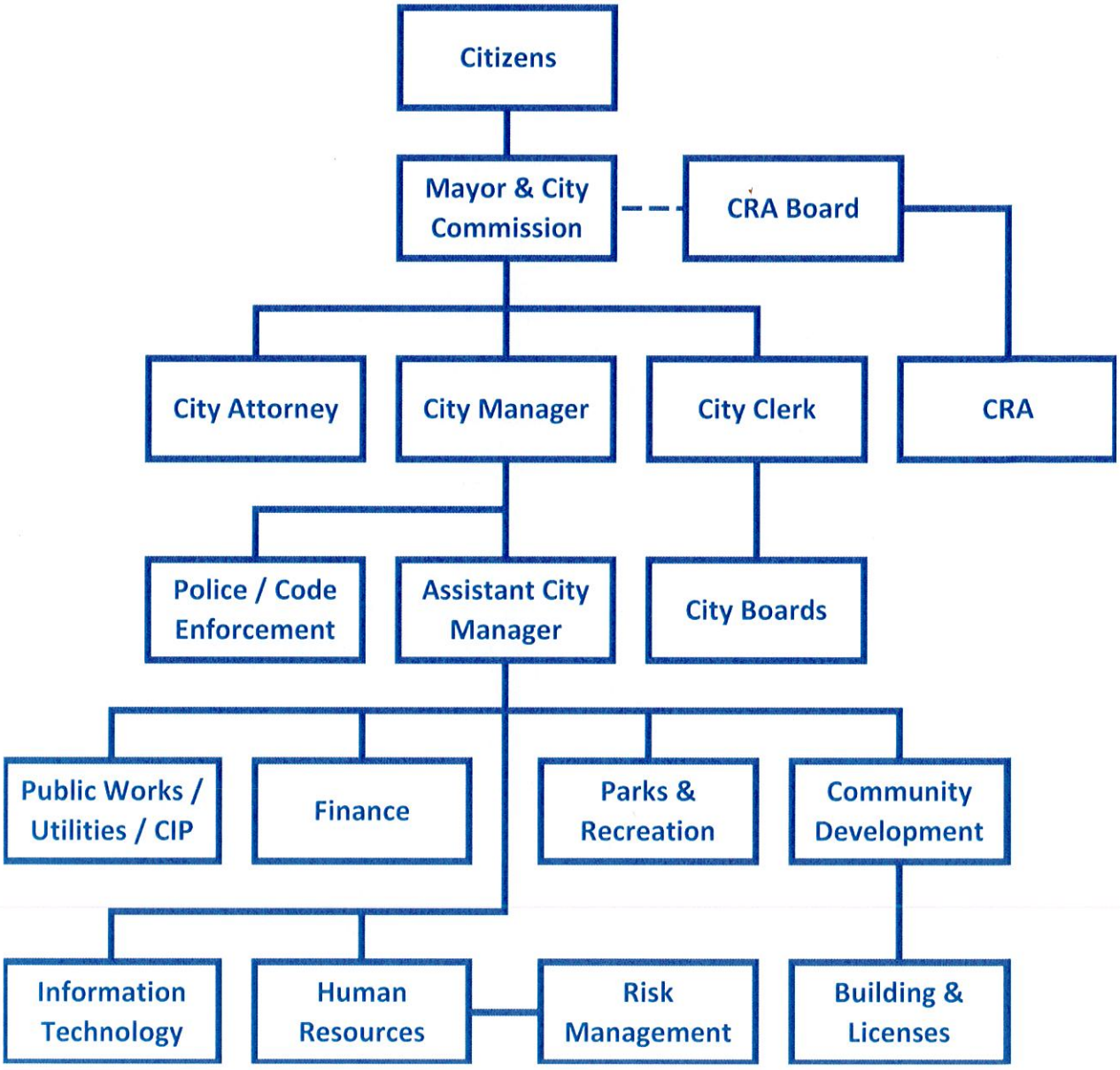
Opa-locka is primarily a commercial community with 27% of its property tax base dedicated to residential properties. It's 4.5 square miles in size and assumes an irregular shape defined by the following boundaries: NW 151st Street on the north; NW 135th, NW 127th and NW 119th Streets on the south; NW 17th, NW 27th and NW 37th Avenues on the east and NW 47th Avenue on the west.

A Commission-Manager form of municipal government governs the City. The City Commission is comprised of five members, the Mayor, Vice-Mayor and three Commissioners. The City Manager, City Attorney and City Clerk are appointed by the Commission. Collectively, these three appointed officials are responsible for overseeing all aspects of the City government with most of the administrative and operational functions falling under the purview of the City Manager.

The City has three utilities: a potable water distribution system with customers in the City and adjacent areas, with water provided by the County; a sewer collection and transmission system, with wastewater processed by the County; and a stormwater drainage system. The latter two services are only for customers within City limits. Two local franchised contractors handle commercial waste. The City contracts with Miami-Dade County for residential trash and recycling services. The City provides its own police service while fire and ambulance services are provided by the County.

The Opa-locka Airport is located within City limits on land owned by the Federal government. The airport is managed by the County through an agreement with the Federal government. Consequently, the airport isn't reflected in the City's budget.

City of Opa-locka
Organization Chart

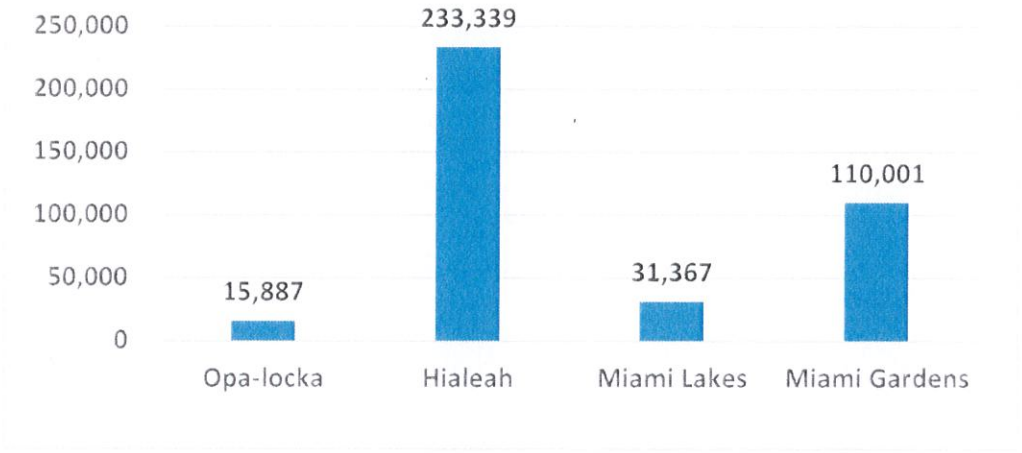


Miscellaneous Statistics

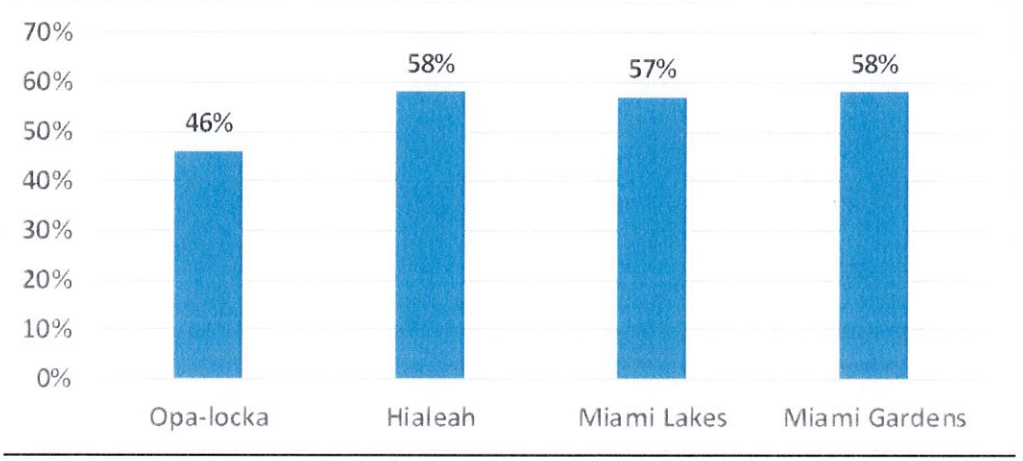
Form of Government: Commission / Manager

Year Of Incorporation: 1926

Population

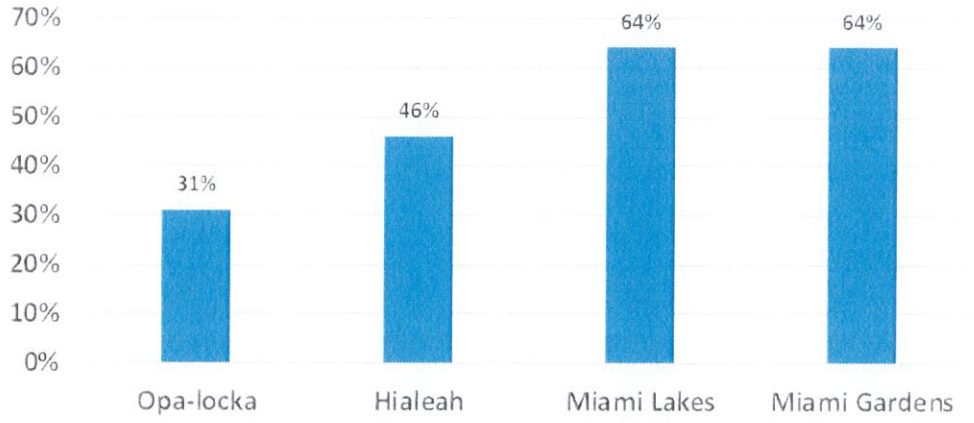


Percentage Of Population Between Ages Of 18 & 64

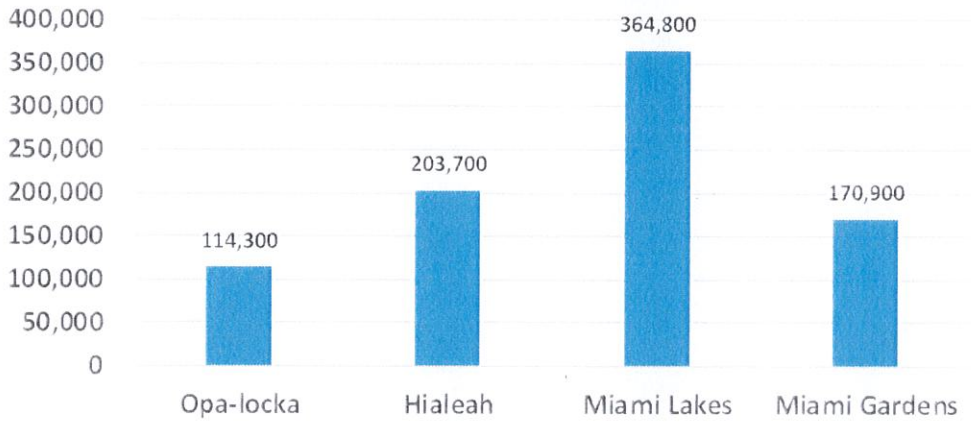


Miscellaneous Statistics – Continued

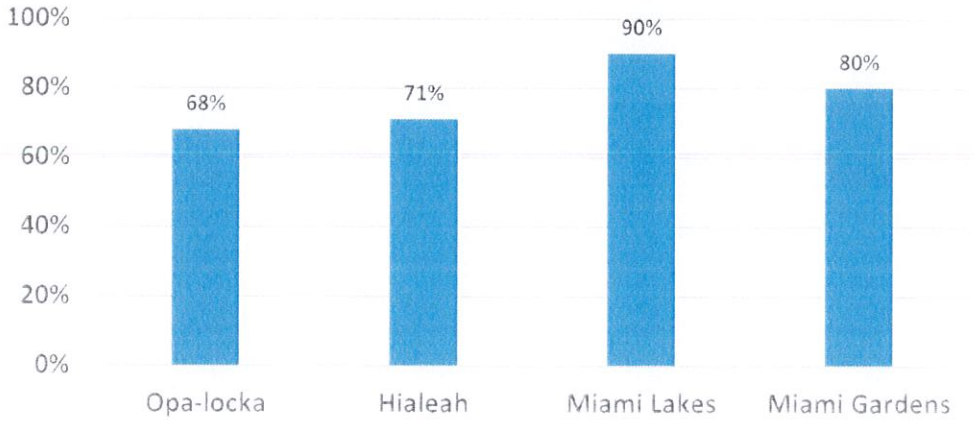
Percentage of Residences Occupied By Owner



Median Value Of Owner Occupied Residences

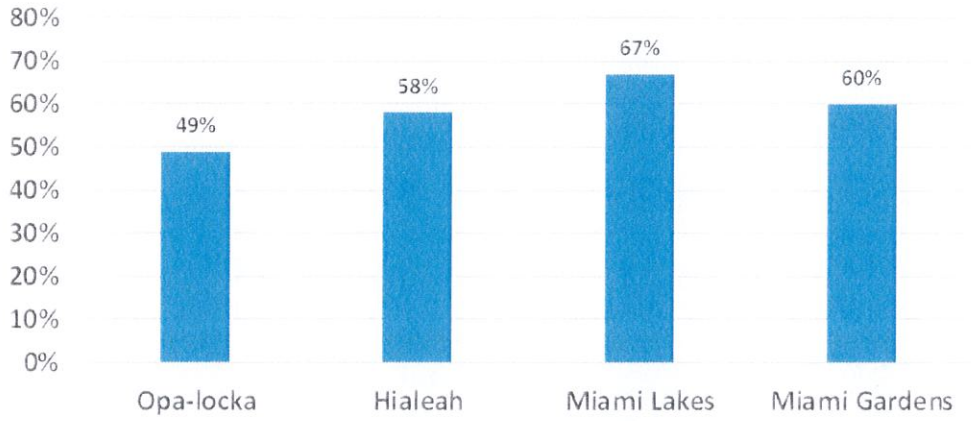


High School Graduate Or higher

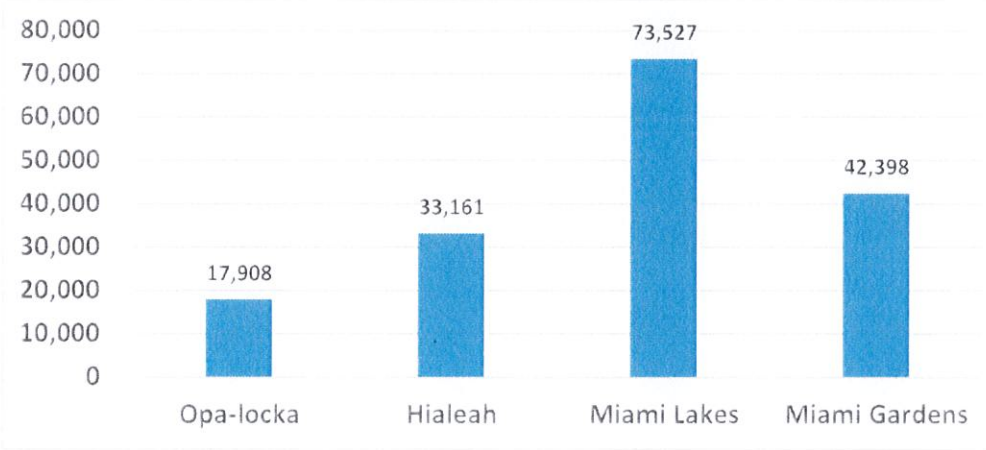


Miscellaneous Statistics – Continued

P16 years Of Age And Older In Civilian work Force



Median Household Income



FINANCIAL POLICIES & BACKGROUND

Budget Control

After the budget has been finally adopted by the City Commission in September, budgetary control is maintained at the departmental and fund level, with the Finance department and Budget Administrator providing support to departments in the administration of the their budgets. Adjustments with the same fund to departmental appropriations may be approved by the City Manager or by resolution of the City Commission. The City Manager is authorized to approve adjustments to expenditure code allocations with the limit of departmental appropriations. Any supplemental appropriations or revisions that will amend total revenues or total expenses of any fund must be approved by the City Commission.

Debt Policy

The debt policy is approved by the City Commission and implemented by the City Manager. Currently there is no statutory or charter debt limitation, but debt is limited by the City's ability to satisfactorily cover the resultant debt service. In accordance with Section 4.11 of the Charter, the City can incur debet only with the approval of a majority of the City Commission. Long-term debt is used to pay for capital investment and is never used to fund ongoing operations. Because the use of and benefit from infrastructure resulting from the investment of debt is usually available for decades, it is considered appropriate that the resultant debt service is also repaid over decades.

Long-Term Debt Structure

Long-term debt of the City's governmental activities, excluding compensated and absences and capital leases, include the following:

(a) Series 2011 A&B Capital Improvement Revenue bonds, bearing annual interest rates on the Series A and Series B bonds ranging from approximately 3.31% to 3.89% and are payable from revenue pledged from State Revenue Sharing and Local Government ½ Cent Sales Tax revenue with annual debt service payments of approximately $686,684 through FY 26.
(b) Series 2015 Capital Improvement Revenue Note for $8,600,000 bearing annual interest rates ranging from 2.65% to 4.25% with a maturity date of July 1, 2025 and are payable by a lien on the following pledged revenues – FPL Utility Tax and the State Communications Services Tax.

Long-term debt of the City's enterprise (utility) funds, excluding compensated absences and capital leases, consists of the following:

(a) State Revolving Loan Note Project No. CS12080003P as amended – for $1.827 million, bearing interest at rates of 1.54% and 2.56%, due in forty (40) semi-annual payments of $53,240, including interest, from June 15, 2003 through December 15, 2022, secured by a lien on Pledged Revenue as defined the State Revolving Fund loan agreement.
(b) State Revolving Loan Project No. WW800050 – for $2.375 million, bearing interest at a rate of 1.53% due in 40 semi-annual payments of $69,620 from June 15, 2007 through December, 15, 2026, including interest, secured by a lien on Pledged Revenue as defined the State Revolving Fund loan agreement.

(c) State Revolving Loan Project No. WW130300 – for $512,000, bearing interest at a rate of 1.53% due in 40 semi-annual payments of $15,644 from January 15, 2017 through June, 15, 2036, including interest, secured by a lien on Pledged Revenue as defined the State Revolving Fund loan agreement.
(d) State Revolving Loan Project No. WW130301 – for $6.531 million, interest-free, due in 40 semi-annual payments of $166,545 from July 15, 2018 through June, 15, 2032, including interest, secured by a lien on Pledged Revenue as defined the State Revolving Fund loan agreement.
(e) State Revolving Loan Project No. DW130330 – for $240,000, bearing interest at a rate of 2.53% due in 40 semi-annual payments of $6,061 from October 15, 2016 through April, 15, 2028, including interest, secured by a lien on Pledged Revenue as defined the State Revolving Fund loan agreement.
(f) State Revolving Loan Project No. DW130331 – for $2.801 million, bearing interest at a rate of 1.21% due in 40 semi-annual payments of $79,075 from July 15, 2018 through January, 15, 2038, including interest, secured by a lien on Pledged Revenue as defined the State Revolving Fund loan agreement.
(g) State Revolving Loan Project No. SW130320 – for $197,000, bearing interest at a rate of 1.63% due in 40 semi-annual payments of $5,239 from January 15, 2017 through July, 15, 2036, including interest, secured by a lien on Pledged Revenue as defined the State Revolving Fund loan agreement.
(h) On August 4, 2017, the City entered into an agreement with Miami-Dade County ("County") for (1) sewer disposal service, (2) administer the meter reading, billing and collection of water, sanitary sewage and stormwater utility charges and (3) acknowledged delinquent charges of $5.5 million to be repaid, including a 3% annual interest rate, in monthly payments of $100,091 starting as of October, 2018. Additionally, the City anticipates an additional debt obligation to the County for $2.5 million for the purchase and installation of new water meters throughout the City's water service area.
(i) The City currently owes the State approximately $2,740,243 for red light camera fees due to the State for its share of fees received up to September 30, 2019 but not forwarded. The City is currently initiating discussion with the State in regard to possibly modifying this debt.

Debt Covenants

Series 2011 A and Series 2011 B Capital improvement Revenue Bonds for debt service is provided by a pledge of guaranteed state revenue sharing funds and the half-cent sales tax. Reserves must be maintained equal to the maximum bond service requirement. At September 30, 2020 the City had on deposit with the bond trustee a reserve account insurance policy which unconditionally and irrevocably guarantees the full and complete payment required to be made by or on behalf of the City.

On June 3, 2014, as authorized by City Ordinance #13-40, the City entered into an agreement with City National Bank of Florida for issuance of the Series 2014 Capital Improvement Revenue Note for the purpose of acquiring, constructing, installing and equipping an administration building. Debt service is provided by a pledge if guaranteed state communications services tax revenue, public service tax revenues and all investment income except for Rebate fund. In May, 2015, this was rolled up into the Series 2015 Note.

Pledged Revenue – The City's agreement under the State of Florida Revolving Loan Fund Program, utilized for the Enterprise Funds, requires the City to generate Pledged Revenues, as defined by the agreement, from the services furnished by its water and sewer systems equal to or exceeding 1.15 times the sum of the semiannual loan payments, in regard to which the City is in compliance.

Reserve Policy

The reserve policy is approved by the City Commission and implemented by the City Manager. The General Fund is required to reserve a minimum of five hundred thousand dollars ($500,000) annually. Three hundred thousand dollars ($300,000) shall be available for use, with City Commission approval, to fund unanticipated budget issues, emergencies / natural disasters which may arise or potential expenditure overruns which can't be offset through other sources. This reserve level shall be replenished at the beginning of each fiscal year so that it is available on an ongoing basis. Two hundred thousand dollars ($200,000) shall remain unspent to provide for year-end reserve.

The City shall also provide a reserve for uncompensated absences and other employee benefit liabilities. The City is required to budget sixty-five thousand dollars ($65,000) annually in the General Fund and seventeen thousand, five hundred dollars ($17,500) in the Water-Sewer Fund to build the reserves sufficient to cover base liabilities for each fund.

If a budget shortfall is determined, a written plan will be forwarded for the City Manager to the City Commission within a reasonable timeframe that may include the reduction of services, increases in fees and rates, or some combination thereof.

In accordance with a recommendation of the recent State Operational Audit, the City is moving toward establishing recognized Governmental Finance Officer Association (GFOA) reserve standards for the General Fund, Water-Sewer Fund and Stormwater Fund which recommends fund balances equal to at least two-months of operating expenditures for each of these funds and requires development and implementation of a recovery plan when fund balances fall below these targets.

Accounting, Auditing & Financial Reporting

An independent audit in accordance with the Governmental Accounting Standards Board (GASB) will be performed annually. Also, the City will produce financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by GASB. The accounting, auditing and financial reporting policy is considered administrative and is approved by the City Manager.

Capital Improvement Plan (CIP)

In the Five-Year Recovery Plan the City has identified the funding resources anticipated to be available over the next five years. Engineering consultants are in the process of evaluating the City's infrastructure and will identify and prioritize the projects to be undertaken in the next five years, which will become the basis of the Capital Improvement Plan.

Five-Year Financial and Stabilization Plan

On May 13, 2016, the City Mayor and Commission declared a financial state of emergency. In response. On June 1, 2016, Governor Rick Scott issued Executive Order 16-135 declaring the City of Opa-locka to be in a state if Financial Emergency under Florida Statute Section 218.503.

On June 8, 2016, the City entered into a State and Local Agreement of Cooperation with the State in conjunction with Executive Order 16-135.The City agreed to submit to the State a Financial Recovery Plan (FRP) for a five-year period to include balanced recurring revenues and expenditures as well as estimated reserves for the period. This plan must meet the requirements of section 218.503(3)(h), Florida Statutes, including, but not limited to, providing for payments in full of all financial obligations currently due, or which will come due. The underlying assumptions for all revenue and expenditure estimates contained the plan are to be explicitly indicated.

A Commission-approved plan was submitted to the State on August 1, 2018 but was returned unapproved with further modification and/or clarification required. An updated plan was submitted on August 31, 2020 and was approved by the State without modification being required.

BUDGET DEVELOPMENT PROCESS

Development Process

The budget process is guided by direction from the City Commission as it determines how to meet the needs of the community in a cost-effective manner. Every Commission meeting involves deliberation about what services the City should provide, at what level and at what cost. The decisions made by the Commission throughout the year provide a general path for the budget deliberations to follow. City employees provide the professional perspective as to the most efficient and effective way to implement Commission guidance. Residents have the opportunity to express their preferences for City services and funding mechanisms through formal budget public hearings as well as individual agenda items during the year.

Basis Of Budgeting

The basis of budgeting is the same as the basis of accounting. The GAAP basis of accounting for governmental funds is modified accrual. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual, i.e., measurable and available to finance City operations. The accrual basis of accounting is utilized by proprietary funds and pension and non-expendable trust funds. Under the accrual basis, revenues are recognized in the accounting period in which they are earned, if objectively measureable, whether collected sooner or later. Expenses, not expenditures, are recognized when the benefits of the costs incurred are deemed to have been consumed or expired. Long-term liabilities are accounted for through these funds. Depreciation of fixed assets is recorded in the accounts of these funds as well.

Generally Accepted Accounting Principles (GAAP) are uniform minimum standards of and guideline to financial accounting and reporting. GAAP establishes appropriate measurement and classification criteria for financial reporting. Adherence to GAAP provides a reasonable degree of comparability among the financial reports of state and local governmental units.

Budget Process

The budget process is a formalized annual occurrence that requires the input and collaboration between the respective City departments, the City Manager, the City Commission and citizens. In general, the budget development process and content requirements of the City's annual budget are state in the Charter, Section 4.5 and the Code of Ordinances, Chapter 19.6. Consistent with these requirements, the City Manager prepares a proposed budget. Detailed budget requests are made by each department and approved by the City Manager.

The City Manager's proposed budget is considered by the City Commission. AT least two public hearings are scheduled. Prior to October 1, the City Commission must normally adopt a budget. If failing to adopt a budget by this deadline, in accordance with Section 4.5 of the Charter, the current year budget will prorated into 15-day periods and subsequently passed by resolution until the following year budget is subsequently adopted. The budget may be the same as proposed by the City Manager or may contain

those amendments which the City Commission approves. While the City remains in a state of financial emergency under State control, the City will submit the proposed budget to the State by August 1st, for State review and guidance and to be returned to the City within 20 business days for modification as required, formal Commission adoption and subsequent implementation.

After subsequently adopted by the City Commission, the budget is loaded into the City budget system and posted on the City website. The adopted budget is a balanced budget as required by Section 166.241 of Florida Statutes. A budget is considered balanced when all funding sources (revenue, loans, transfers-in and available and allowable reserves equal each funds expenditures.

The specific steps taken to prepare the annual budget are as follows:

1. The City Manager meets with department heads to outline the general philosophy for the upcoming budget, discuss the financial and economic conditions and establish budgetary guidelines.
2. The Budget Administrator conducts budget workshops for City departments to discuss and implement budget development schedules, budget forms and procedural guidelines.
3. Departments prepare budget requests and submit them to the Budget Administrator.
4. The Budget Administrator estimates budgetary limitations and prepares recommendations on the submitted departmental budgets.
5. Each department head meets with the City Manager to discuss the department's needs and wants and the Budget Administrator's recommendations. The result of this meeting will be a departmental budget which becomes a component of the proposed budget the City Manager subsequently submits to the Commission for preliminary discussion.
6. On June 1st, the City receives from the County Property Appraiser a preliminary estimate of the City's property tax base for the coming year. This provides a preliminary assessment as to whether the City's proposed expenditures can be funded with the estimated property tax as one of the primary sources of funding. If the estimated property tax base is significantly less than originally estimated, proposed expenditures are reviewed for reductions to bring them in line with the indicated property tax revenue.
7. On July 1st, the City receives a Certification of Taxable Value (DR-420) from the County Property Appraiser which provided the official property tax base upon which the budget will be based.
8. To meet TRIM requirements, the City Manager presents to the City Commission for its adoption the City's preliminary millage rate and time and place of the September budget hearings for inclusion on the TRIM Notices sent out by the County Property Appraiser in the latter part of August.
9. Prior to August 1st the City Manager presents the proposed budget to the City Commission for comments, revision as appropriate and subsequent preliminary approval.
10. While the City is in a state of financial emergency, the proposed budget is submitted to the State by August 1st for review, comment and guidance for amendment as appropriate. State guidance will be provided with 20 business days of submission.

11. The first public hearing on the tentative millage rate and tentative budget is conducted during the first two weeks in September. At this hearing, the City Commission adopts the millage rate and budget to be deliberated at the second public hearing.
12. The adopted tentative budget is posted in the City's website.
13. The second public hearing is conducted within fifteen days of the first public hearing to adopt the final millage rate and budget after notice having been provided by being advertised in a local newspaper two to five days in advance of the meeting.
14. If the City is still in a state of financial emergency and the final adopted budget is different than the budget the State approved in August, the budget is again submitted to the State for review, comment and guidance for amendment as appropriate. The State will respond within 20 business days.
15. Upon final adoption, the County Property Appraiser, the County Tax Collector and the State Department of Revenue are provided the legislation adopting the final millage rate within three days.
16. The County Property Appraiser sends the City the Certification of Final Taxable Value (DR-422) for the City to complete and return within three days.
17. The adopted budget is entered into the City's budgeting system and is posted on the City's website.
18. Within 30 days of adoption of the final millage rate and budget, the Certificate of Compliance (DR-487) and accompanying documents (DR-422, DR-420MM, advertisements and minutes) are forwarded to the State to complete the process.

FUND DESCRIPTIONS

Governmental accounting systems are organized and operated on a fund basis. Individual resources are allocated to, and accounted for, in separate accounting entities identified as funds, based upon the purposes for which they are to be spent and the means by which sending activities are legally controlled.

Governmental units should establish and maintain those funds required by law and for sound financial administration. Only the minimum number of funds consistent with legal and operating requirement should be established because unnecessary funds result in inflexibility, undue complexity and inefficient financial administration.

Individual funds are classified into three broad categories: Governmental, Propriety and Fiduciary.

Governmental Funds

Governmental Funds are subdivided into five categories: General Fund, Special Revenue Funds, Capital Projects Funds, Debt Service Funds and Permanent Funds.

General Fund – Accounts for all financial resources except those required to be accounted for in another fund.

Special Revenue Fund – Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

Debt Service Fund – Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Capital Projects Fund – Accounts for financial resources to be used for acquisition or construction of major capital facilities or projects.

Permanent Fund – Accounts for resources that can't be expended but must be held in perpetuity. This budget doesn't include any Permanent Fund activity.

General Fund

The General Fund serves as the primary reporting vehicle for current governmental operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: ad valorem (property) taxes, franchises fees and intergovernmental revenues. The major departments funded in this fund include: Commission, City Manager, City Attorney, City Clerk, Finance, Human Resources, Community Development, Parks and Recreation, Police, Public Works, Building and Town Center.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific sources, other than expendable trusts or major capital projects that are legally restricted to expenditures for specific purposes. The following Special Revenue Funds are being actively used by the City at this time.

Special Law Enforcement Fund – Used for the proceeds from the State's Special Law Enforcement Trust fund, fines, forfeitures and seizures. Has significant restrictions on how funds can be used.

Peoples' Transportation Plan Fund – Used for the proceeds derived from the County half penny transit surtax. At least 20% of these funds are annually required to be used for transit-related projects such as the community bus service while the remainder is to be used for roadway improvement. Although capital projects are done within this fund, since it is funded by dedicated revenue, it is classified as a Special Revenue Fund rather than a Capital Projects Fund (below).

Community Redevelopment Agency (CRA) Fund – Used for the proceeds of Tax Increment Financing (TIF) contributed by the City and the County to the CRA. These contributions are based on the improvement in taxable value within the CRA area from a baseline established at the time of the CRA creation. These funds are to be used enhance redevelopment and economic development within the CRA area.

Debt Service Fund

This fund accounts for the repayment of the Series 2011 A&B Capital Improvement Revenue Bonds and the Series 2015 A&B Capital Improvement Note. The following revenue sources are pledged against this debt service: State Revenue Sharing revenue, Local Government Half-Cent Sales Tax, FPL Utility Tax and Communication Services Tax. The surplus of these revenues over and debt service is annually transferred into the General Fund for general use. Annual debt service requirements for this debt is as follows:

	2011 Bond	2015 Note	Total
FY 20	$686,635	$ 523,212	$1,209,847
FY 21	$686,684	$ 523,212	$1,209,896
FY 22	$686,087	$ 523,212	$1,209,299
FY 23	$685,817	$ 523,212	$1,209,029
FY 24	$685,832	$ 523,212	$1,209,044
FY 25	$683,608	$ 523,212	$1,206,820
Beyond	$683,032	$2,926,313	$3,609,345

Capital Project Funds

Capital Projects Funds are used to account for the acquisition of major facilities other than those financed by Proprietary Funds (below). Although there are two funds within which Governmental Capital Projects are completed, the Safe Neighborhood Capital Improvement Fund and the Peoples'

Transportation Plan, since the latter fund receives only dedicated revenue, it is classified as a Special Revenue Fund rather than a Capital Projects Fund.

Safe Neighborhood Capital Improvement Fund – Used for projects such as City buildings, parks and roadway improvement. Funding sources include General Fund, grants and loans.

Proprietary Funds

Enterprise Fund – Accounts for operations (1) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges: or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purpose. The City operates two finds in this category:

Water-Sewer Fund – Accounts for the revenue received and the expense incurred in the distribution of potable water, the collection and transmission of wastewater and customer services. Also covers revenue, loans and grants received and expended for investment in the water-sewer infrastructure.

Stormwater Fund – Accounts for the revenue received and the expense incurred in maintaining and improving the stormwater collection and transmission to remove excessive rainwater from City streets in a timely manner. Includes the sweeping of City streets to keep debris out of the collection and transmission infrastructure and also revenue, loans and grants received and expended for investment in the stormwater infrastructure.

FUND BALANCE

The City's Reserve Policy requires the General Fund to reserve a minimum of five hundred thousand dollars ($500,000) annually. Three hundred thousand dollars ($300,000) shall be available for use, with City Commission approval, to fund unanticipated budget issues, emergencies / natural disasters which may arise or potential expenditure overruns which can't be offset through outer sources. This reserve level shall be replenished at the beginning of each fiscal year so it is available on an ongoing basis. Two hundred thousand dollars ($200,000) shall remain unspent to provide for year-end reserve.

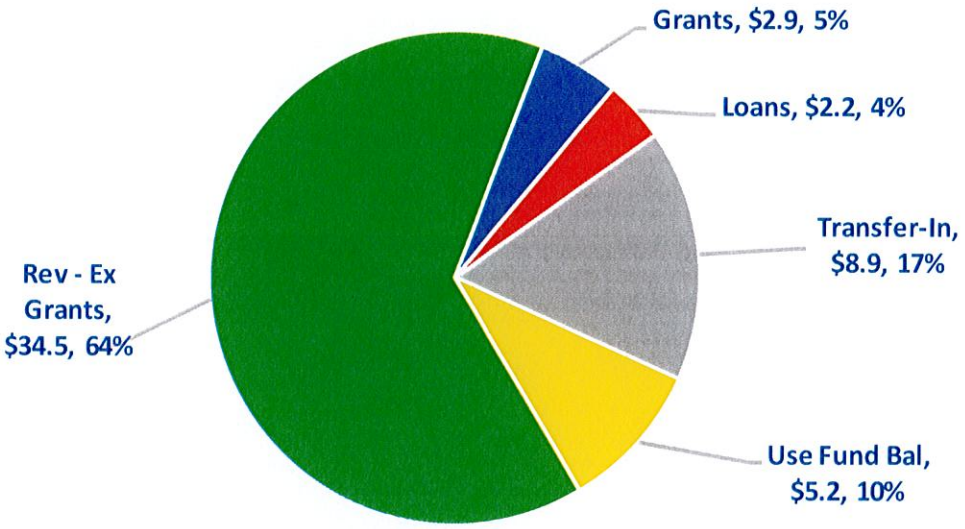
Florida Statute Section 166.241 requires budgets to be balanced. If additional fund balance is available above the limit intended to be maintained by that fund, fund balance may be used for one-time expenditures when other funding sources are insufficient to fund expenditures deemed to be appropriate for the current fiscal year.

The General Fund, the Water-Sewer Fund and the Stormwater Fund, the City's three primary operating funds, are intended to maintain a fund balance to be available for emergencies and to ensure sufficient working capital for daily transactions. As result of a recommendation from the recently completed State Operational Audit, the City is in the process of implementing an unrestricted fund balance policy applicable to these funds. This policy is based on the Governmental Finance Officer Association (GFOA) recommended standard that the fund balance should be at least equal to two months of regular operating expenditures. Additionally, if extenuating circumstances cause fund balance to fall below this threshold, the City will develop and implement a plan to restore fund balance to the minimum required level within a two-year period after the fiscal year in which the decline in fund balance occurred.

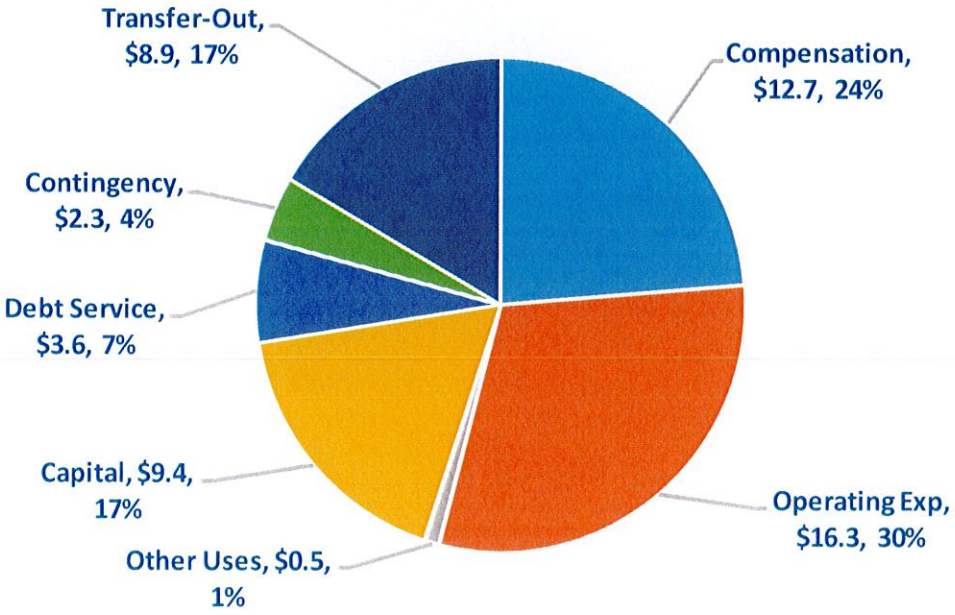
Citywide Summary

Citywide Funding & Expense

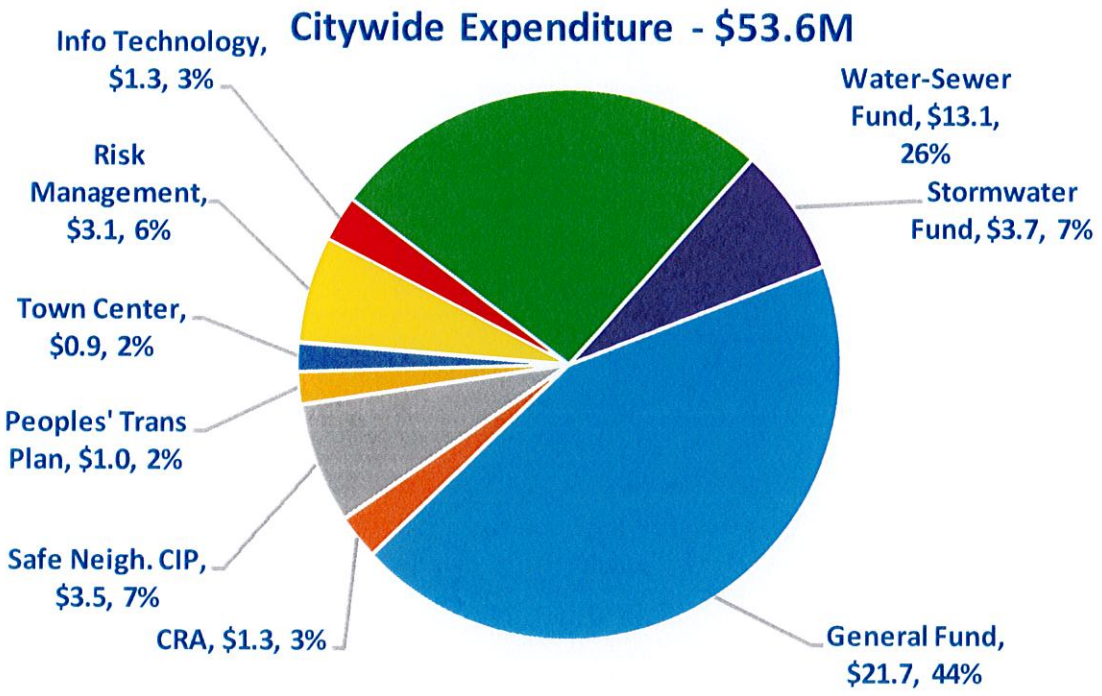
Citywide Funding - $53.6M



Citywide Expenditure - $53.6M



Citywide Expenditure By Fund



Citywide - Summary

	FY 20	FY 21			FY 22	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Revenue - Ex Grants	35,079,671	32,408,601	33,199,919	791,318	34,503,248	1,303,329
Grants	130,490	5,023,377	5,009,045	(14,332)	2,865,725	(2,143,320)
Total Revenue	35,210,161	37,431,978	38,208,964	776,986	37,368,973	(839,991)
Loans	573,874	2,800,966	449,232	(2,351,734)	2,186,807	1,737,575
Total	35,784,035	40,232,944	38,658,196	(1,574,748)	39,555,780	897,584
Transfers-In	7,700,832	8,161,793	8,186,284	24,491	8,877,188	690,904
Total Funding	43,484,868	48,394,737	46,844,480	(1,550,257)	48,432,968	1,588,487
Expenditure						
Salaries	7,220,169	7,557,504	7,399,635	(157,869)	9,277,482	1,877,847
Benefits	2,625,744	2,879,606	2,680,905	(198,701)	3,417,320	736,415
Total Compensation	9,845,913	10,437,110	10,080,541	(356,569)	12,694,802	2,614,261
Operating Expense	10,982,233	17,218,304	16,245,129	(973,175)	16,265,111	19,982
Other Uses	172,928	2,535,600	2,385,425	(150,175)	531,200	(1,854,225)
Capital	828,090	10,578,515	6,592,922	(3,985,593)	9,367,808	2,774,886
Debt Service	5,003,953	3,194,941	3,194,941	-	3,604,343	409,402
Contingency	213,752	1,355,819	1,345,819	(10,000)	2,281,760	935,941
Total Expense Ex Transfer-Out	27,046,869	45,320,289	39,844,777	(5,475,512)	44,745,024	4,900,248
Transfer Out	7,700,832	8,161,793	8,186,284	24,491	8,877,188	690,904
Total Expense	34,747,701	53,482,082	48,031,061	(5,451,021)	53,622,212	5,591,151
Add't To / (Use Of) Fund Balance	8,737,166	(5,087,345)	(1,186,581)	3,900,764	(5,189,245)	(4,002,664)

Citywide - By Fund

	FY 20	FY 21			FY 22	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Revenue						
General Fund	16,577,561	18,446,579	19,597,850	1,151,271	16,024,808	(3,573,042)
CRA Fund	734,292	1,046,910	1,046,910	-	1,303,462	256,552
Debt Service Fund	4,045,374	3,011,857	3,710,738	698,881	3,926,911	216,173
Safe Neighborhood CIP Funding	314,744	715,265	706,970	(8,295)	2,272,042	1,565,072
Peoples' Transportation Fund	211,404	1,038,140	1,048,140	10,000	950,000	(98,140)
Town Center Fund	192,864	221,168	220,000	(1,168)	325,200	105,200
Special Law Enforcement Fund	2,507	-	1,000	1,000	-	(1,000)
Total Governmental Funds	22,078,746	24,479,920	26,331,608	1,851,688	24,802,423	(1,529,185)
Water-Sewer Fund	12,110,479	11,048,882	10,047,024	(1,001,858)	10,525,824	478,800
Stormwater Fund	1,020,936	1,903,176	1,830,332	(72,844)	2,040,725	210,393
Total Proprietary Funds	13,131,415	12,952,058	11,877,356	(1,074,702)	12,566,549	689,193
Total Revenue All Funds	35,210,161	37,431,978	38,208,964	776,986	37,368,973	(839,991)
Loans	573,874	2,800,966	449,232	(2,351,734)	2,186,807	1,737,575
Transfers In	7,700,832	8,161,793	8,186,284	24,491	8,877,188	690,904
Total Citywide Funding	43,484,868	48,394,737	46,844,480	(1,550,257)	48,432,968	1,588,487
Expenditure (Ex Transfers Out)						
General Fund	11,630,353	16,701,873	16,506,613	(195,260)	17,178,025	671,412
CRA Fund	79,719	1,029,530	351,923	(677,607)	1,219,706	867,782
Debt Service Fund	3,765,632	1,209,897	1,209,897	-	1,209,299	(598)
Safe Neighborhood CIP Funding	320,795	1,175,780	1,524,772	348,992	3,537,500	2,012,728
Peoples' Transportation Fund	210,395	2,821,306	2,026,306	(795,000)	950,000	(1,076,306)
Town Center Fund	404,573	787,098	749,941	(37,157)	729,600	(20,341)
Special Law Enforcement Fund	181,113	105,500	140,500	35,000	110,000	(30,500)
Risk Internal Services Fund	2,116,159	2,916,330	2,870,104	(46,226)	3,046,939	176,835
IT Internal Service Fund	569,365	625,737	600,225	(25,511)	1,217,620	617,395
Total Governmental Funds	19,278,104	27,373,050	25,980,282	(1,392,769)	29,198,690	3,218,408
Water-Sewer Fund	7,334,924	14,120,315	10,502,365	(3,617,950)	11,978,704	1,476,339
Stormwater Fund	433,841	3,826,924	3,362,130	(464,794)	3,567,632	205,502
Total Proprietary Funds	7,768,765	17,947,239	13,864,495	(4,082,744)	15,546,336	1,681,841
Total Exp - Ex Transfer Out	27,046,869	45,320,289	39,844,777	(5,475,512)	44,745,025	4,900,249
Transfers Out	7,700,832	8,161,793	8,186,284	24,491	8,877,188	690,904
Total Citywide Expenditure	34,747,701	53,482,082	48,031,061	(5,451,022)	53,622,213	5,591,152
Add't To / (Use Of) Fund Balance	8,737,166	(5,087,345)	(1,186,581)	3,900,765	(5,189,246)	(4,002,665)

Citywide - By Fund

	FY 20	FY 21			FY 22	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Total Governmental Funds						
Funding	29,434,607	32,641,713	34,517,892	1,876,179	34,479,611	(38,281)
Expenditure	26,119,763	34,461,157	33,088,550	(1,372,608)	36,772,213	3,683,663
Add't To / (Use Of) Fund Balance	3,314,844	(1,819,445)	1,429,342	3,248,787	(2,292,602)	(3,721,944)
Enterprise Funds						
Water-Sewer Fund						
Funding	13,029,325	13,849,848	10,206,320	(3,643,528)	11,125,824	919,504
Expenditure	8,082,487	15,054,565	11,439,076	(3,615,489)	13,109,745	1,670,669
Add't To / (Use Of) Fund Balance	4,946,838	(1,204,717)	(1,232,755)	(28,038)	(1,983,920)	(751,165)
Stormwater Fund						
Funding	1,020,936	1,903,176	2,120,268	217,092	2,827,532	707,264
Expenditure	545,452	3,966,359	3,503,435	(462,924)	3,740,254	236,819
Add't To / (Use Of) Fund Balance	475,484	(2,063,183)	(1,383,167)	680,016	(912,722)	470,445
Total Enterprise Funds						
Funding	14,050,261	15,753,024	12,326,588	(3,426,436)	13,953,356	1,626,768
Expenditure	8,627,939	19,020,925	14,942,511	(4,078,414)	16,849,999	1,907,488
Add't To / (Use Of) Fund Balance	5,422,322	(3,267,901)	(2,615,923)	651,978	(2,896,643)	(280,720)
Total City						
Funding	43,484,868	48,394,737	46,844,480	(1,550,257)	48,432,968	1,588,487
Expenditure	34,747,701	53,482,082	48,031,061	(5,451,022)	53,622,212	5,591,151
Add't To / (Use Of) Fund Balance	8,737,166	(5,087,345)	(1,186,581)	3,900,765	(5,189,245)	(4,002,664)

Governmental Funds - By Fund

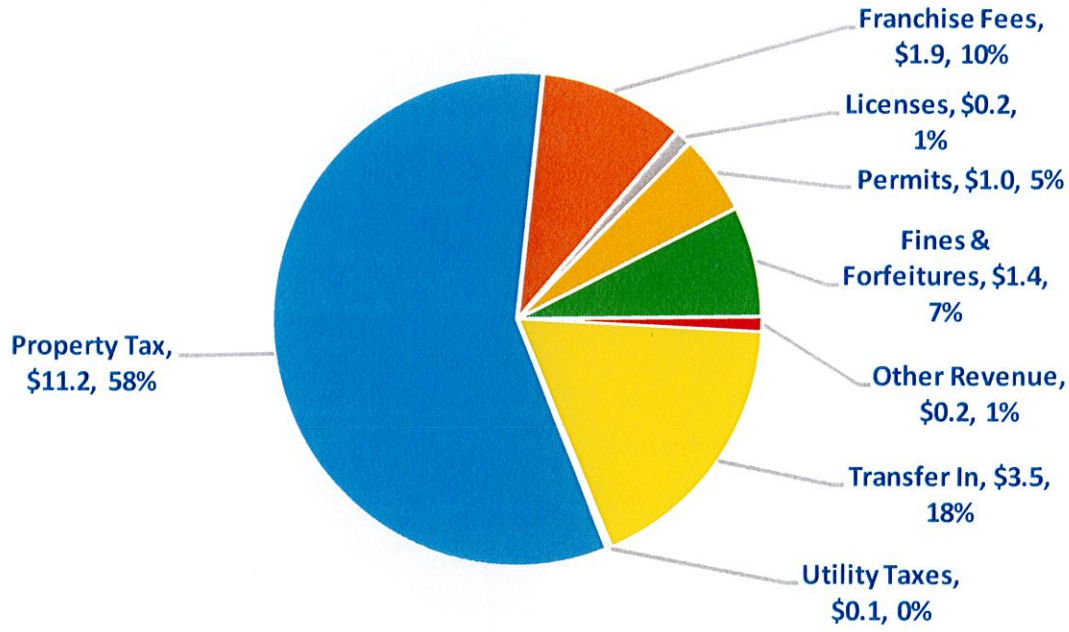
Account Title	FY 20 Actual (Uaudited)	FY 21 Amended Budget	FY 21 Fcst	FY 21 Over / (Under) Amend Bgt	FY 22 Proposed	FY 22 Over / (Under) Fcst
General Fund						
Funding	20,844,112	20,907,663	22,720,815	1,813,152	19,483,738	(3,237,078)
Expenditure	14,197,009	21,738,442	20,849,272	(889,170)	21,666,339	817,067
Add't To / (Use Of) Fund Balance	6,647,103	(830,779)	1,871,543	2,702,322	(2,182,602)	(4,054,145)
CRA Fund						
Funding	734,292	1,046,910	1,046,910	-	1,303,462	256,552
Expenditure	438,558	1,046,911	371,446	(675,465)	1,303,463	932,017
Add't To / (Use Of) Fund Balance	295,734	-	675,465	675,465	-	(675,465)
Debt Service Fund						
Funding	4,045,374	3,011,857	3,710,738	698,881	3,926,911	216,173
Expenditure	7,495,770	3,011,857	3,710,738	698,881	3,926,911	216,173
Add't To / (Use Of) Fund Balance	(3,450,396)	-	-	-	-	-
Safe Neighborhood Fund						
Funding	320,795	1,175,780	1,524,772	348,992	3,537,500	2,012,728
Expenditure	320,795	1,175,780	1,524,772	348,992	3,537,500	2,012,728
Add't To / (Use Of) Fund Balance	-	-	-	-	-	-
Peoples' Transportation Plan Fund						
Funding	211,404	1,938,140	1,048,140	(890,000)	950,000	(98,140)
Expenditure	210,395	2,821,306	2,026,306	(795,000)	950,000	(1,076,306)
Add't To / (Use Of) Fund Balance	1,009	(883,166)	(978,166)	(95,000)	-	978,166
Town Center						
Funding	488,122	890,469	859,831	(30,638)	853,282	(6,548)
Expenditure	488,122	890,468	859,831	(30,638)	853,282	(6,548)
Add't To / (Use Of) Fund Balance	-	-	-	-	-	-
Special Law Enforcement Fund						
Funding	2,507	-	1,000	1,000	-	(1,000)
Expenditure	181,113	105,500	140,500	35,000	110,000	(30,500)
Add't To / (Use Of) Fund Balance	(178,606)	(105,500)	(139,500)	(34,000)	(110,000)	29,500
IT Internal Service Fund						
Funding	645,941	721,735	703,789	(17,946)	1,336,173	632,384
Expenditure	645,941	721,735	703,789	(17,946)	1,336,173	632,384
Add't To / (Use Of) Fund Balance	-	-	-	-	-	-
Risk Manage. Internal Service Fund						
Funding	2,142,060	2,949,158	2,901,897	(47,261)	3,088,545	186,648
Expenditure	2,142,060	2,949,158	2,901,897	(47,262)	3,088,545	186,648
Add't To / (Use Of) Fund Balance	-	-	-	-	-	-
Total Governmental Funds						
Funding	29,434,607	32,641,713	34,517,892	1,876,179	34,479,611	(38,281)
Expenditure	26,119,763	34,461,157	33,088,550	(1,372,608)	36,772,213	3,683,663
Add't To / (Use Of) Fund Balance	3,314,844	(1,819,445)	1,429,342	3,248,787	(2,292,602)	(3,721,944)

	FY 20 Actual		FY 21 Orig Budget		FY 21 Forecast		FY 22 Proposed	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Governmental Funds								
City Manager	5.0	-	5.0	-	5.0	-	7.0	1.0
City Clerk	4.0	-	4.0	-	4.0	-	4.0	-
HR	2.0	-	2.0	-	3.0	-	3.0	-
Risk	1.0	-	1.0	-	1.0	-	1.0	-
Finance	5.0	-	8.0	-	8.0	-	8.0	-
IT	2.0	-	2.0	-	2.0	-	3.0	-
CD	3.6	-	3.6	-	3.6	-	3.6	-
Building & License	3.8	4.0	3.8	4.0	4.8	4.0	7.2	4.0
Parks & Recreation	7.0	-	9.0	-	8.0	4.0	8.0	15.0
Police								
Sworn	43.0	-	44.0	-	45.0	-	47.0	-
Other	8.0	11.0	8.0	11.0	9.0	11.0	11.0	11.0
Code	6.0		6.0	-	6.0	-	7.0	-
Public Works								
Admin	4.0		4.0	-	4.5		5.0	-
Building Maint	3.5		3.5	-	3.5	-	4.5	-
Roads & Streets	5.5		5.5	-	7.5	-	8.5	-
Vehicle Maint	3.7		3.7	-	3.7	-	3.7	-
Illegal Dumping	0.0	-	1.0	-	1.0	-	4.0	-
Town Center	1.0	-	1.0	-	1.0	-	-	-
CRA	0.4	-	0.4	-	0.4	-	2.0	-
Total Gov Funds	108.5	15.0	115.5	15.0	121.0	19.0	137.5	31.0
Enterprise Funds								
Utility Bill/Cust Svc	4.0	2.0	4.0	1.0	3.0	-	5.0	-
Meters / Line Maint	3.0	-	4.2	-	4.2	-	4.2	-
Water	3.0	-	4.0	-	4.0	-	5.0	-
Sewer	3.0	-	5.3	-	5.3	-	5.3	-
CIP	2.0		1.5	-	2.0		1.5	-
Stormwater	1.0	-	3.6	-	3.6	-	3.6	-
Total Ent Funds	16.0	2.0	22.5	1.0	22.0	-	24.5	-
Total City	124.5	17.0	138.0	16.0	143.0	19.0	162.0	31.0

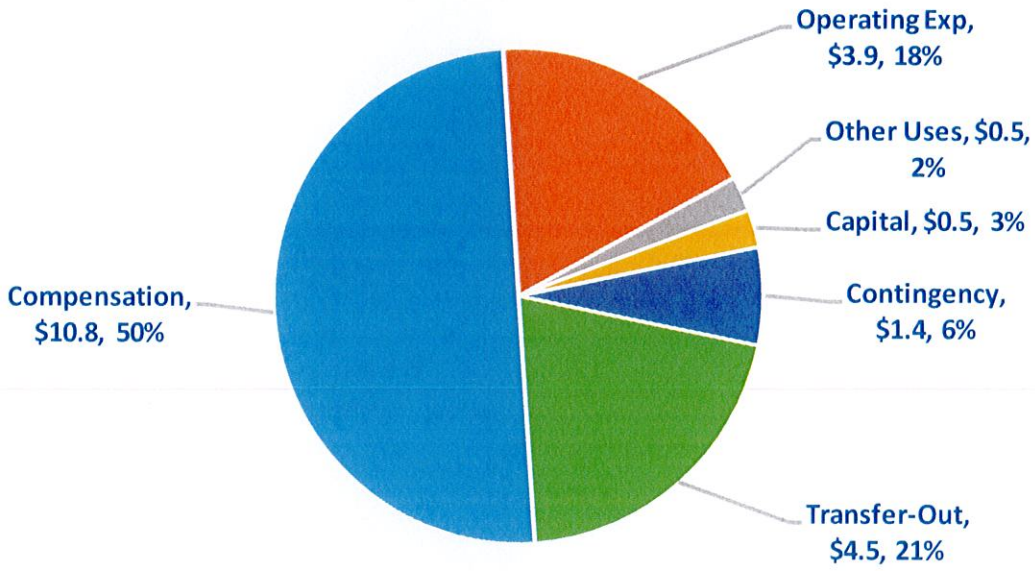
General Fund Summary

General Fund Funding & Expense

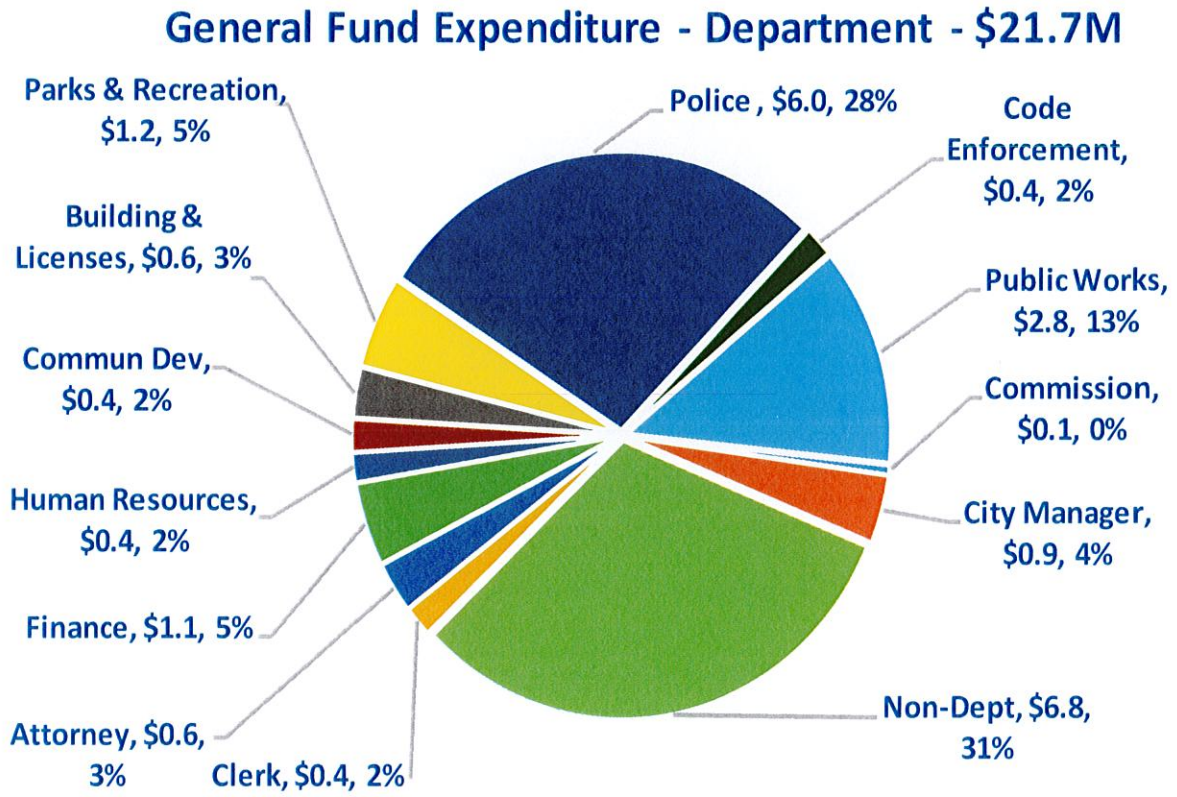
General Fund Funding Sources -$21.7M



General Fund Expenditure - $21.7M



General Fund Expenditure By Department



General Fund Summary

	FY 20	FY 21			FY 22	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Revenue						
Ad Valorem	10,217,411	10,785,234	10,810,856	25,621	11,197,758	386,902
Utility Taxes	65,595	60,242	72,000	11,758	50,000	(22,000)
Franchise Fees	1,924,569	1,500,805	1,776,594	275,789	1,877,500	100,906
Licenses	259,102	214,788	138,000	(76,788)	218,500	80,500
Permits	1,622,397	464,640	1,222,500	757,860	999,000	(223,500)
Charges For Services	67,351	49,028	51,600	2,572	78,250	26,650
Fines & Forfeitures	1,870,561	1,507,204	1,415,533	(91,671)	1,411,000	(4,533)
Other Revenue	421,059	160,342	274,250	113,908	192,800	(81,450)
Grants & Donations	129,516	3,704,297	3,836,517	132,220	-	(3,836,517)
Total Revenue	16,577,561	18,446,579	19,597,850	1,151,271	16,024,808	(3,573,042)
Transfer In	4,266,550	2,461,085	3,122,966	661,881	3,458,930	335,964
Total Funding	20,844,112	20,907,663	22,720,815	1,813,152	19,483,738	(3,237,078)
Expenditure						
Salaries	6,334,528	6,365,700	6,433,884	68,184	7,904,881	1,470,997
Benefits	2,298,639	2,436,324	2,382,849	(53,475)	2,935,937	553,088
Total Compensation	8,633,167	8,802,024	8,816,733	14,709	10,840,818	2,024,085
Operating Expense	2,498,872	3,992,725	3,813,310	(179,415)	3,926,338	113,028
Other Uses	172,928	2,335,600	2,335,425	(175)	501,200	(1,834,225)
Capital	111,634	475,300	444,921	(30,379)	527,910	82,989
Contingency	213,752	1,096,224	1,096,224	-	1,381,760	285,536
Total Expense Ex Transfer Out	11,630,353	16,701,873	16,506,613	(195,260)	17,178,025	671,412
Transfer Out	2,566,656	5,036,569	4,342,659	(693,910)	4,488,314	145,655
Total Expense	14,197,009	21,738,442	20,849,272	(889,170)	21,666,339	817,067
(Use Of)/Add To Fund Balance	6,647,103	(830,779)	1,871,543	2,702,322	(2,182,602)	(4,054,145)
Fund Balance - Unassigned						
Opening	(2,219,163)	4,427,940	4,427,940	-	6,299,483	1,871,543
(Use Of)/Add To Fund Balance	6,647,103	(830,779)	1,871,543	2,702,322	(2,182,602)	(4,054,145)
Closing	4,427,940	3,597,161	6,299,483	2,702,322	4,116,881	(2,182,602)

General Fund - Funding

001		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Funding Summary						
	Revenue						
	Ad Valorem	10,217,411	10,785,234	10,810,856	25,621	11,197,758	386,902
	Utility Taxes	65,595	60,242	72,000	11,758	50,000	(22,000)
	Franchise Fees	1,924,569	1,500,805	1,776,594	275,789	1,877,500	100,906
	Licenses	259,102	214,788	138,000	(76,788)	218,500	80,500
	Permits	1,622,397	464,640	1,222,500	757,860	999,000	(223,500)
	Charges For Services	67,351	49,028	51,600	2,572	78,250	26,650
	Fines & Forfeitures	1,870,561	1,507,204	1,415,533	(91,671)	1,411,000	(4,533)
	Other	421,059	160,342	274,250	113,908	192,800	(81,450)
	Grants & Donations	129,516	3,704,297	3,836,517	132,220	-	(3,836,517)
	Total Revenue	16,577,561	18,446,579	19,597,850	1,151,271	16,024,808	(3,573,042)
	Transfers-In	4,266,550	2,461,085	3,122,966	661,881	3,458,930	335,964
	Total Funding	20,844,112	20,907,663	22,720,815	1,813,152	19,483,738	(3,237,078)
	Funding Detail						
311100	**Ad Valorem Taxes**	10,217,411	10,785,234	10,810,856	25,621	11,197,758	386,902
	Utility Taxes						
314400	Utility Tax - City Gas	11,782	11,900	-	(11,900)	-	-
314900	Utility Tax - Other	53,813	48,342	72,000	23,658	50,000	(22,000)
	Total Utility Taxes	65,595	60,242	72,000	11,758	50,000	(22,000)
	Franchise Fees						
313100	Franchise Fee - F.P.L.	1,168,835	824,682	1,096,886	272,204	1,150,000	53,114
313111	Franchise Fee - Great Waste	212,421	192,000	180,000	(12,000)	210,000	30,000
313170	Franchise Fee-Commercial Waste	519,608	468,000	497,208	29,208	510,000	12,792
313600	Franchise Fee - Bench Ads	1,800	3,600	-	(3,600)	5,000	5,000
313700	Franchise Fee - BFI	-	3,683	-	(3,683)	-	-
369906	Nu-Way Towing Services Inc	5,000	1,785	-	(1,785)	-	-
369907	Sunshine Towing Inc	3,480	2,423	2,500	78	2,500	-
369908	Dolphin Towing & Recovery	5,300	1,700	-	(1,700)	-	-
369909	Downtown Towing Company	8,125	2,933	-	(2,933)	-	-
	Total Franchise Fees	1,924,569	1,500,805	1,776,594	275,789	1,877,500	100,906
	Licenses						
321050	Occupation Licenses - City	159,789	170,000	58,000	(112,000)	160,000	102,000
321150	Occupation Licenses-Field Inspection	3,913	2,083	3,500	1,418	3,500	-
321200	Occupation Licenses-Late Penalty	40,954	19,500	23,000	3,500	10,000	(13,000)
322310	Contractor Licenses	4,780	765	13,000	12,235	4,500	(8,500)
335140	Mobile Home Licenses	18,867	340	8,000	7,660	8,000	-
335150	Alcoholic Beverages	9,684	8,500	12,500	4,000	12,500	-
338200	Occupation Licenses - County	21,115	13,600	20,000	6,400	20,000	-
	Total Licenses	259,102	214,788	138,000	(76,788)	218,500	80,500

General Fund - Funding

001		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Permits						
322110	Building Permits	1,265,286	240,000	1,000,000	760,000	700,000	(300,000)
322130	Alarm Registration Fees	(75)	-	-	-	-	-
322200	Electrical Permits	55,209	20,825	58,000	37,175	40,000	(18,000)
322300	Plumbing Permits	36,123	11,900	52,000	40,100	40,000	(12,000)
322301	Mechanical Permits	16,857	7,650	51,000	43,350	15,000	(36,000)
322400	Certificate Of Occupancy	16,857	5,127	5,000	(127)	5,000	-
322410	Certificate Of Use	135,001	108,800	5,000	(103,800)	135,000	130,000
322500	Landlord Permits	95,539	68,638	50,000	(18,638)	60,000	10,000
322600	Special Event Permits	1,600	1,700	1,500	(200)	4,000	2,500
	Total Permits	1,622,397	464,640	1,222,500	757,860	999,000	(223,500)
	Services						
341200	Zoning & Subdivision Fees	43,810	17,000	35,000	18,000	40,000	5,000
341300	Xerox Copies	1,630	1,148	1,500	353	1,500	-
341400	Notary Fees	515	425	100	(325)	250	150
347210	Recreation Activity Fees	2,750	2,975	-	(2,975)	6,000	6,000
347230	Rental Of Park Facilities Fees	1,880	2,975	-	(2,975)	6,000	6,000
347250	Summer Program Receipts	-	1,530	-	(1,530)	5,000	5,000
347270	Recreation Football Program	6,025	6,800	4,000	(2,800)	6,000	2,000
354110	Code Enforcement Late Fees	2,743	2,550	4,000	1,450	4,000	-
354111	Code Enforcement Inspection Fees	2,950	3,060	3,000	(60)	3,000	-
354112	Code Enforcement Postage Fees	1,320	1,488	1,500	13	1,500	-
354115	Code Enforcement Landlord/Tenant	755	-	-	-	-	-
354116	Code Enforcement Release Fees	735	1,811	1,500	(311)	1,500	-
354120	Code Enforcement Board Admin Fees	238	7,268	1,000	(6,268)	1,500	500
369970	Qualifying Fees	2,000	-	-	-	2,000	2,000
	Total Charges For Services	67,351	49,028	51,600	2,572	78,250	26,650
	Fines & Forfeitures						
351100	Court Fines - County	228,940	191,250	80,000	(111,250)	225,000	145,000
354100	Local Ordinance Violations	55,745	71,400	10,000	(61,400)	50,000	40,000
354108	Code Enforce Amnesty App Fee	2,500	-	1,200	1,200	1,000	(200)
354109	Code Enforce Citation	261,272	-	85,000	85,000	50,000	(35,000)
354140	Red Light Camera Fines	1,276,174	1,213,954	1,195,333	(18,621)	1,050,000	(145,333)
369960	Lien Search & Release Charges	45,930	30,600	44,000	13,400	35,000	(9,000)
	Total Fines & Forfeitures	1,870,561	1,507,204	1,415,533	(91,671)	1,411,000	(4,533)

General Fund - Funding

001		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Other						
337600	County School Program Police	-	59,500	-	(59,500)	-	-
338110	School Crossing Guard Program	41,449	6,800	25,000	18,200	35,000	10,000
338400	Police Operations Share	2,500	-	2,500	2,500	2,500	-
342100	Police A/R & O/R	13,807	8,945	12,000	3,055	12,000	-
342120	Off-Duty Revenue	49,636	40,150	90,000	49,850	50,000	(40,000)
359120	Returned Check Penalties	202	213	200	(13)	200	-
362100	Lease & Rental Income	9,200	2,400	12,900	10,500	44,400	31,500
369200	Workers Compensation	16,739	2,125	-	(2,125)	-	-
369900	Other Miscellaneous Revenue	254,855	23,125	95,000	71,875	20,000	(75,000)
364110	Lost Fixed Assets Insurance Reimbursem	25,930	8,500	28,000	19,500	20,000	(8,000)
369940	Cost Reimbursements	5,814	8,500	8,000	(500)	8,000	-
369950	Witness Fees	27	85	50	(35)	100	50
381601	Lobbyist Registration Fee	900	-	600	600	600	-
	Total Other	421,059	160,342	274,250	113,908	192,800	(81,450)
	Grants & Donations						
331511	Fed CARES Act - COVID-19	-	1,700,100	1,700,100	-	-	(1,700,100)
331512	Fed CARES Act - Reimbursement	-	1,935,501	1,935,501	-	-	(1,935,501)
334500	State Eco Enivr Disaster	129,516	-	-	-	-	-
334700	Grants	-	37,620	159,620	122,000	-	(159,620)
334750	Grant - DOJ	-	31,076	31,076	-	-	(31,076)
	County NEAT Street Grant	-	-	10,220	10,220	-	(10,220)
	Total Grants & Donations	129,516	3,704,297	3,836,517	132,220	-	(3,836,517)
	Total Revenue	16,577,561	18,446,579	19,597,850	1,151,271	16,024,808	(3,573,042)
	Transfer In						
383031	Vehicle Maint Fees	128,420	144,588	131,462	(13,126)	138,875	7,414
	Admin Reimburse - Risk Mgmt	14,660	18,500	17,645	(855)	21,648	4,003
	Admin Reimburse - IT Services	29,320	37,000	35,290	(1,711)	43,296	8,006
389040	Admin Reimburse - Water & Sewer	292,463	369,078	352,015	(17,063)	431,877	79,862
389050	Admin Reimburse - Stormwater	52,042	65,675	62,639	(3,036)	76,850	14,211
389062	Admin Reimburse - Town Center	14,660	18,500	17,645	(855)	21,648	4,003
	Admin Reimburse - CRA	4,848	5,782	5,430	(352)	7,123	1,693
	Transfer In - CIP Debt Service	3,730,138	1,801,960	2,500,841	698,881	2,717,612	216,771
	Total Transfer-In	4,266,550	2,461,085	3,122,966	661,881	3,458,930	335,964
	Total Funding	20,844,112	20,907,663	22,720,815	1,813,152	19,483,738	(3,237,078)

General Fund Expenditure

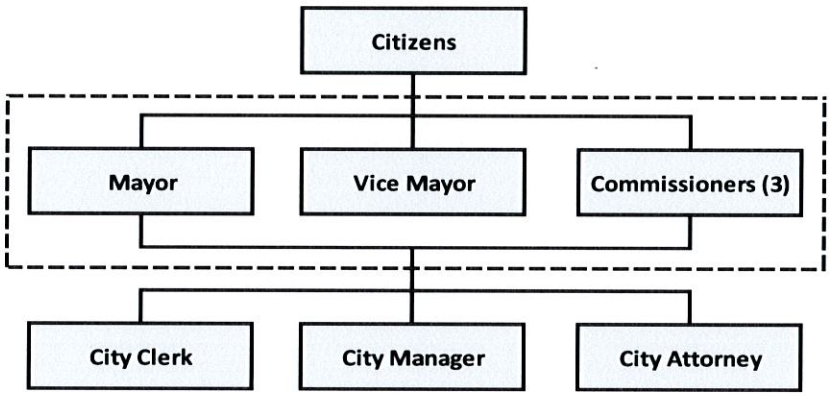
	FY 20	FY 21			FY 22	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries	6,334,528	6,365,700	6,433,884	68,184	7,904,881	1,470,997
Benefits	2,298,639	2,436,324	2,382,849	(53,475)	2,935,937	553,088
Total Compensation	8,633,167	8,802,024	8,816,733	14,709	10,840,818	2,024,085
Operating Expense	2,498,872	3,992,725	3,813,310	(179,415)	3,926,338	113,028
Other Uses	172,928	2,335,600	2,335,425	(175)	501,200	(1,834,225)
Capital	111,634	475,300	444,921	(30,379)	527,910	82,989
Contingency	213,752	1,096,224	1,096,224	-	1,381,760	285,536
Total Expense Ex Transfer Out	11,630,353	16,701,873	16,506,613	(195,260)	17,178,025	671,412
Transfer Out	2,566,656	5,036,569	4,342,659	(693,910)	4,488,314	145,655
Total Expense	14,197,009	21,738,442	20,849,272	(889,170)	21,666,339	817,067
Expense (By Division)						
Commission	102,222	134,581	96,256	(38,325)	121,707	25,452
City Manager	560,368	610,131	600,595	(9,536)	860,758	260,164
Non-Department	799,239	2,695,401	2,798,310	102,909	960,687	(1,837,623)
Clerk	368,670	403,320	367,169	(36,152)	381,661	14,493
Attorney	402,647	645,000	645,000	-	645,000	-
Finance	672,917	912,638	767,972	(144,665)	1,050,717	282,744
Human Resources	216,757	319,118	319,715	597	371,360	51,644
Planning & Community Dev	259,483	293,922	291,327	(2,595)	412,771	121,444
Building & Licenses	285,122	420,825	443,819	22,993	637,786	193,968
Parks & Recreation	466,433	799,842	674,593	(125,249)	1,158,168	483,574
Police	5,135,768	5,249,142	5,331,738	82,596	6,045,574	713,837
Code Enforcement	332,191	330,280	261,000	(69,280)	389,286	128,285
PW - Admin	322,440	361,789	343,147	(18,643)	452,681	109,535
PW - Bldg Maintenance	320,874	710,583	686,398	(24,185)	413,250	(273,148)
PW - Streets	818,023	852,091	1,044,451	192,360	1,025,799	(18,652)
PW - Trash	50,214	186,886	120,544	(66,342)	215,832	95,289
PW - Vehicle Maintenance	503,549	680,099	618,356	(61,743)	653,228	34,872
Contingency	34,785	1,096,224	1,096,224	-	1,381,760	285,536
Transfer-Out	2,545,307	5,036,569	4,342,659	(693,910)	4,488,314	145,655
Total Expense	14,197,009	21,738,442	20,849,272	(889,170)	21,666,339	817,067

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, clean and attractive city with pleasant 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

10		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
511110	Salaries - Executive	30,250	33,000	33,035	35	33,035	-
	Total Salaries	30,250	33,000	33,035	35	33,035	-
	Benefits						
511210	FICA	2,314	2,525	2,530	5	2,530	-
511220	Retirement	12,694	13,111	13,125	14	16,987	3,862
511230	Life And Health Insurance	54,019	64,745	34,966	(29,779)	33,456	(1,510)
	Total Benefits	69,027	80,381	50,621	(29,760)	52,972	2,352
	Total Compensation	99,277	113,381	83,656	(29,725)	86,007	2,352
	Operating Expense						
511306	Monthly Allowance - Mayor	192	300	100	(200)	2,400	2,300
511307	Monthly Allowance - Commissi	-	1,200	100	(1,100)	9,600	9,500
51140X	Travel	-	10,000	5,000	(5,000)	-	(5,000)
511411	Travel - Mayor Pigatt	-	-	-	-	1,800	1,800
511412	Travel - VM Williams	-	-	-	-	1,800	1,800
511413	Travel - Comm Burke	-	-	-	-	1,800	1,800
511414	Travel - Comm Davis	-	-	-	-	1,800	1,800
511415	Travel - Comm Taylor	-	-	-	-	1,800	1,800
511482	State Of The City	500	500	500	-	500	-
511493	General Expenses	-	1,000	700	(300)	2,000	1,300
511510	Office Supplies	622	900	900	-	1,200	300
511521	Clothing / Uniforms	-	1,300	1,300	-	1,000	(300)
511540	Pubs/Subs/Membership	-	1,000	1,000	-	1,000	-
511542	Employee Training	-	5,000	3,000	(2,000)	4,000	1,000
511545	Scholarship	-	-	-	-	5,000	5,000
	Total Operating Expense	1,314	21,200	12,600	(8,600)	35,700	23,100
	Capital						
511642	Office Furniture & Equipment	-	-	-	-	-	-
511646	Computer	-	-	-	-	-	-
	Total Capital	-	-	-	-	-	-
	Total Expense	102,222	134,581	96,256	(38,325)	121,707	25,452

City Commission - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Monthly Allowance - Mayor	Allowance to allow Mayor to expend $200 per month in addressing the needs of and communicating with the community and other City stake holders in accordance with the City Code of Ordinances	2,400
Monthly Allowance - Commissioners	Allowance to allow Commissioners to expend $200 per month in addressing the needs of and communicating with the community and other City stake holders in accordance with the City Code of Ordinances	9,600
Travel – Mayor Pigatt	Trips to Tallahassee, elected official training sites, conferences and elsewhere as appropriate	1,800
Travel – VM Williams	Trips to Tallahassee, elected official training sites, conferences and elsewhere as appropriate	1,800
Travel – Comm Burke	Trips to Tallahassee, elected official training sites, conferences and elsewhere as appropriate	1,800
Travel – Comm Davis	Trips to Tallahassee, elected official training sites, conferences and elsewhere as appropriate	1,800
Travel – Comm Taylor	Trips to Tallahassee, elected official training sites, conferences and elsewhere as appropriate	1,800
State of the City	Decorations, food and beverages to celebrate the City's progress	500
General Expenses	Miscellaneous unanticipated requirements	2,000
Clothing / Uniforms	Miscellaneous branded clothing, primarily shirts, worn when representing the City	1,000
Pubs/Subs/Memberships	Elected official organization memberships	1,000
Employee Training	Florida League of Cities / Other Commission training	4,000
Scholarships	Up to five $1,000 grants to assist community students with post-secondary education	5,000

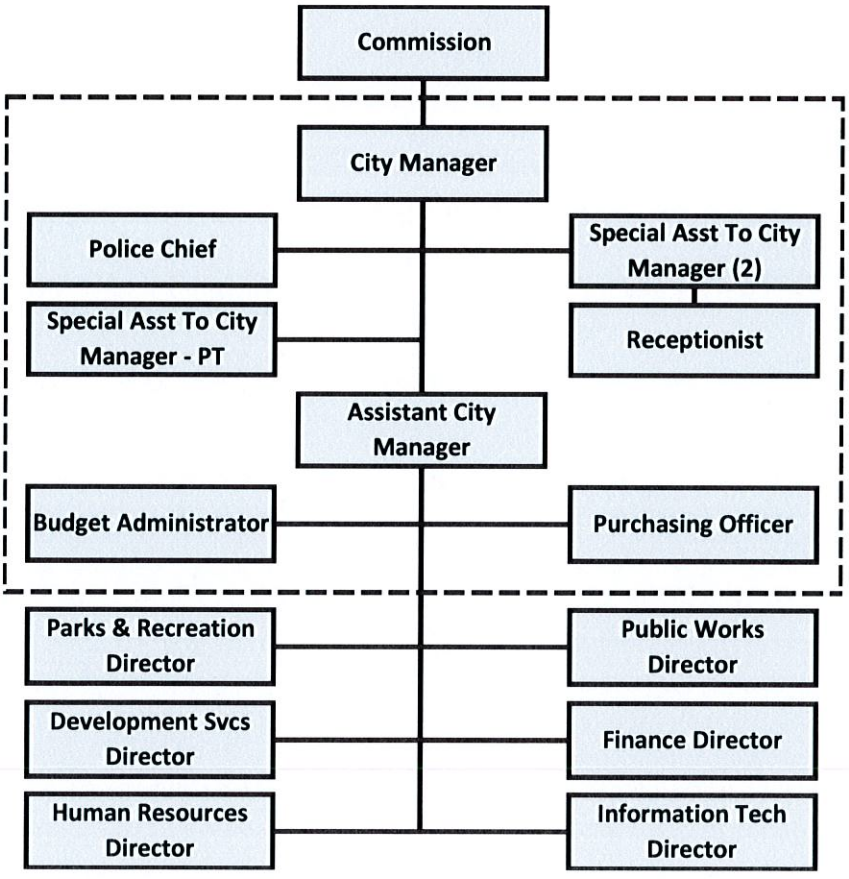
City Manager

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

12		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
512110	Salaries - Executive	288,677	270,738	271,032	294	271,032	-
512120	Salaries - Regular	155,223	167,131	167,312	181	308,665	141,353
512130	Salaries - Part-Time	-	-	-	-	47,358	47,358
512140	Salaries - Overtime	20	-	200	200	200	-
	Total Salaries	443,920	437,869	438,544	675	627,255	188,711
	Benefits						
512210	FICA	33,556	31,473	31,512	39	45,948	14,436
512220	Retirement	43,584	73,241	73,340	99	98,890	25,549
512230	Life And Health Insurance	30,515	37,237	34,097	(3,140)	49,575	15,478
	Total Benefits	107,655	141,951	138,950	(3,001)	194,413	55,464
	Total Compensation	551,575	579,820	577,494	(2,326)	821,668	244,175
	Operating Expense						
512400	Travel & Per Diem	2,784	3,000	3,000	-	5,000	2,000
512420	Postage & Freight	375	500	500	-	500	-
512493	General Expense	-	-	-	-	2,000	2,000
512510	Office Supplies	4,548	5,000	4,000	(1,000)	4,000	-
519540	Pubs/Subscriptions/Membershi	-	6,811	7,601	790	7,830	229
512541	Educational Costs	-	15,000	8,000	(7,000)	15,000	7,000
	Total Operating Expense	7,707	30,311	23,101	(7,210)	34,330	11,229
	Capital						
512642	Furniture & Fixtures	1,086	-	-	-	2,500	2,500
512646	Computer	-	-	-	-	2,260	2,260
	Total Capital	1,086	-	-	-	4,760	4,760
	Total Expense	560,368	610,131	600,595	(9,536)	860,758	260,164

City Manager - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Travel & Per Diem	Travel to Tallahassee, training sites, professional conferences and elsewhere as appropriate	5,000
Postage & Freight	Miscellaneous	500
General Expense	Miscellaneous unanticipated expenditures	2,000
Office Supplies	Miscellaneous	4,000
Publications / Subscriptions / Memberships	Miami-Dade League of Cities	2,060
	Miami-Dade City & County Management	309
	International Association of Administrative Professionals	155
	Florida League of Cities	2,559
	International City/County Management Association	1,398
	Florida City & County Management Association	525
	Other	824
	Total	7,830
Education	Professional Development – City Manager Office staff	15,000
Furniture	City Manager Office staff requirements	2,500
Computers	Two desktop computers	2,260

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 22 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

19		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Operating Expense						
519312	Other Professional Services	310,715	144,350	130,395	(13,955)	235,500	105,105
519430	Electric Gas Water	277,354	175,000	176,898	1,898	188,535	11,637
519440	Rentals & Leases	33,525	36,451	30,952	(5,499)	31,452	500
519461	Repair & Maintenance - Bldg	-	-	1,640	1,640	-	(1,640)
519493	General Expenses	-	4,000	1,000	(3,000)	4,000	3,000
519540	Pubs/Subscriptions/Memberships	4,717	-	-	-	-	-
	Total Operating Expense	626,311	359,801	462,885	103,084	459,487	(3,398)
	Other Uses						
525380	CARES Grocery Gift Card	-	1,600,100	1,600,100	-	-	(1,600,100)
525381	CARES Other Contract Services	-	60,000	60,000	-	-	(60,000)
525382	CARES Payroll Reimbursement	-	40,000	40,000	-	-	(40,000)
581922	Sick Annual Leave Reserve (81)	1,358	205,000	205,000	-	75,000	(130,000)
512497	Red Light Camera Service (ATS)	163,132	391,400	391,400	-	392,000	600
519997	Tax Payments	8,438	39,100	38,925	(175)	34,200	(4,725)
	Total Other Uses	172,928	2,335,600	2,335,425	(175)	501,200	(1,834,225)
	Contingency						
519390	Contingency	34,785	1,096,224	1,096,224	-	1,381,760	285,536
	Total Contingency	34,785	1,096,224	1,096,224	-	1,381,760	285,536
	Total Expense Ex Transfer Out	834,024	3,791,625	3,894,534	102,909	2,342,447	(1,552,087)
	Transfer Out						
519441	Information Tech Charges	532,239	596,887	579,904	(16,983)	1,101,017	521,113
519442	Internal Svc. Charges - Risk Mgmt	1,728,793	2,434,765	2,342,035	(92,730)	2,484,552	142,517
581920	Transfer Out - Safe Neigh CIP	6,051	460,515	817,802	357,287	405,458	(412,344)
581925	People's Transportation Plan	-	900,000	-	(900,000)	-	-
581926	Transfer Out - Town Center	278,224	644,402	602,917	(41,485)	497,287	(105,630)
	Total Transfer Out	2,545,307	5,036,569	4,342,659	(693,910)	4,488,314	145,655
	Total Expense	3,379,331	8,828,194	8,237,193	(591,001)	6,830,761	(1,406,432)

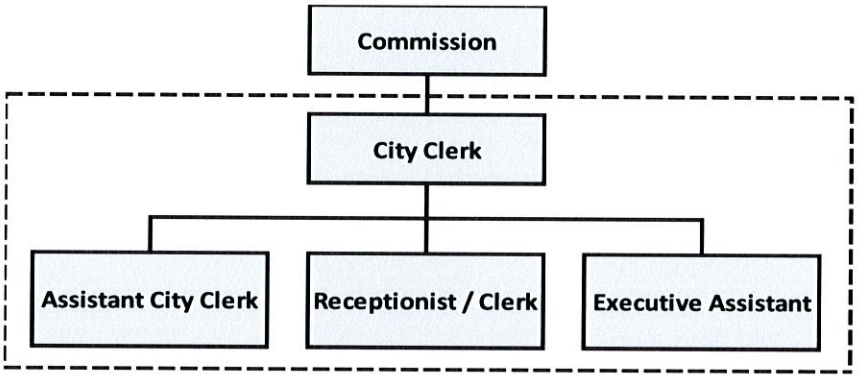
Non-Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Public Information Services	105,000
	Grant Writing Services	25,000
	Internal Audit Services	59,000
	Strategic Plan Facilitator	50,000
	Total	**235,500**
Electric, Gas & Water	Electricity – Total City electricity usage other than streetlights and wastewater pump stations	147,001
	Water – Total City water usage	36,434
	Gas – Total City natural gas usage	5,100
	Total	**188,535**
Rentals & Leases	Copier	1,500
	Parking Lot (Adjacent To Sherbondy Village Community Center)	6,000
	Storage Units	23,952
	Total	**31,452**
General Expense	Miscellaneous unanticipated expenditures	4,000
Sick / Annual Leave Reserve	Pay-Out for excess unused leave time	75,000
Red Light Camera Fees – To Service Provider	Red light camera service provider fees ($8,000 per unit, four units and $667 per month in follow-up fees)	392,000
Tax Payments	Fire Hydrant Assessment Fees	1,100
	Property deed correction issue	13,000
	Stormwater assessment on City properties	20,100
	Total	**34,200**
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 uncertain impact of ongoing negotiations with City's labor bargaining units.	1,381,760
Information Tech Charges	General Fund payment to the Information Technology Internal Services fund for services provided.	1,101,017
Risk Management Charges	General Fund payment to the Risk Management Internal Services fund for services provided.	2,484,552
Transfer To Safe Neighborhood CIP	Partially fund CIP projects in Safe Neighborhood fund	405,458
Rental Expense	Occupancy charges for use of Town Center	497,287

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

- Maintained the City Clerk's webpage with the most updated information, to continue promoting transparency and easy access to public records
- Monitored and/or processed the responses to public records requests, ensuring compliance with the State of Florida's public records laws
- Transcribed Commission Meeting Minutes and processed Lobbyist Registrations
- City Clerk and staff attended training for professional development
- Monitor changes in laws and regulations that impact public records, elections, and legal notices
- Efficiently prepared all public meeting agendas and minutes, including the legal advertising
- Coordinated/attended 40+ commission meetings, workshops, and special meetings
- Prepared and administered the department budget

FY 22 Objectives

- Continue researching records management programs for the City of Opa-locka
- Continue providing access to the City's official records and legislative documents through as many different mediums as possible
- Find new ways to utilize technology and best business practices to provide effective and efficient service to the public and the Commission
- Explore further expansion of services and options available to the public through the City Clerk's webpage
- Launch voter registration initiative to encourage civic participation in elections

FY 22 Measurements

- Meeting minutes available to the public on the City's website within 30 days from the conclusion of the meeting – Target = 100%
- 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%

Results - FY 21 Objectives

- Administer a records management program for the City of Opa-locka
  - ***IN PROGRESS:*** *Quotes requested from various vendors.*
- Provide access to the City's official records and legislative documents in as many different mediums as possible.
  - ***ACCOMPLISHED***
- Utilize technology and best business practices in effective service delivery
  - ***ACCOMPLISHED***
- Expand the services and options available to the public through the City Clerk's webpage
  - ***ACCOMPLISHED***

Results - FY 21 Measurements

- Meeting minutes available to the public on the City's website within 30 days from the conclusion of the meeting – Target = 99%
  - ***TARGET MET FOR REGULAR & SPECIAL COMMISSION MEETINGS***
  - ***TARGET MOSTLY MET FOR COMMISSION WORKSHOPS, WHICH WERE DELAYED DUE TO THEIR FREQUENCY AND THE IMPACT OF THE COVID-19 PANDEMIC***
- Regular Commission meeting agenda packets delivered to City Commission at least 3 days before the meeting – Target = 100%
  - ***TARGET MET***
- Resolutions/ordinances posted online within 30 days of final Commission action – Target = 100%
  - ***TARGET MET***

City Clerk

16		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
512110	Salaries Executive	77,480	85,327	85,420	93	85,420	-
512120	Salaries - Regular	151,733	118,045	108,824	(9,221)	133,370	24,546
512130	Salaries - Part Time	-	-	500	500	500	-
	Total Salaries	229,213	203,372	194,744	(8,628)	219,290	24,546
	Benefits						
512210	FICA	16,801	15,403	14,898	(505)	16,776	1,878
512220	Retirement	41,652	35,710	41,894	6,183	46,915	5,022
512230	Life And Health Insurance	30,835	29,814	23,225	(6,589)	29,818	6,593
	Total Benefits	89,288	80,927	80,017	(911)	93,509	13,493
	Total Compensation	318,501	284,299	274,761	(9,539)	312,799	38,039
	Operating Expense						
512312	Other Professional Services	15,540	27,399	22,405	(4,994)	6,000	(16,405)
512340	Other Contracted Services	-	24,000	20,000	(4,000)	-	(20,000)
512400	Travel & Per Diem	-	-	-	-	2,000	2,000
512420	Postage & Freight	338	2,000	500	(1,500)	500	-
512440	Rentals & Leases	1,385	8,472	7,032	(1,440)	8,312	1,280
512490	Legal Advertising	27,207	45,000	35,000	(10,000)	35,000	-
512493	General Expense	-	-	-	-	2,000	2,000
512510	Office Supplies	3,269	5,000	3,000	(2,000)	4,000	1,000
512528	Software Licensing	1,750	-	-	-	5,000	5,000
512540	Pubs/Subscriptions/Member	380	650	325	(325)	650	325
512541	Education	300	2,500	800	(1,700)	1,300	500
	Total Operating Expense	50,169	115,021	89,062	(25,959)	64,762	(24,300)
	Capital						
512642	Furniture & Fixtures	-	-	-	-	500	500
512646	Computer Equipment	-	4,000	3,346	(654)	3,600	254
	Total Capital	-	4,000	3,346	(654)	4,100	754
	Total Expense	368,670	403,320	367,169	(36,152)	381,661	14,493

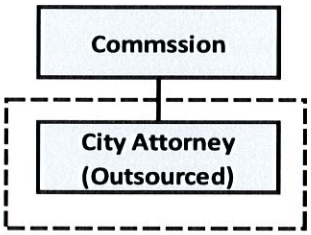
City Clerk - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Ordinance Codification	5,000
	County Recording Fees	1,000
	Total	**6,000**
Travel	Travel to educational sites, conferences and other locations as appropriate	2,000
Postage & Freight	Miscellaneous	500
Rentals & Leases	Copier	6,312
	Postage Machine	2,000
	Total	**8,312**
Legal Advertising	Statutory advertising	35,000
General Expense	Miscellaneous unanticipated expenditures	2,000
Office Supplies	Miscellaneous	4,000
Software Licensing	New public records request management system	5,000
Pubs / Subs / Memberships	International Institute of Municipal Clerks	350
	Miami-Dade Municipal Clerk Association	150
	Florida Association of Municipal Clerks	150
	Total	**650**
Education Costs	Florida Association of Clerks – Fall Academy (2)	1,300
Furniture	Chairs	500
Computer Cost	Computers (2)	3,600

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

28		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salary	-	-	-	-	-	-
	Total Salary	-	-	-	-	-	-
	Benefits	-	-	-	-	-	-
	Total Benefits	-	-	-	-	-	-
	Total Compensation	-	-	-	-	-	-
	Operating Expense						
514312	Other Professional Services	29,080	400,000	453,000	53,000	453,000	-
5143xx	City Attorney Fees	-	192,000	192,000	-	192,000	-
5143yy	Settlement Fees	-	53,000	-	(53,000)	-	-
514340	Other Contracted Services	194,600	-	-	-	-	-
	Total Operating Expense	223,680	645,000	645,000	-	645,000	-
	Contingency						
514390	Contingencies	178,967	-	-	-	-	-
	Total Contingency	178,967	-	-	-	-	-
	Total Expense	402,647	645,000	645,000	-	645,000	-

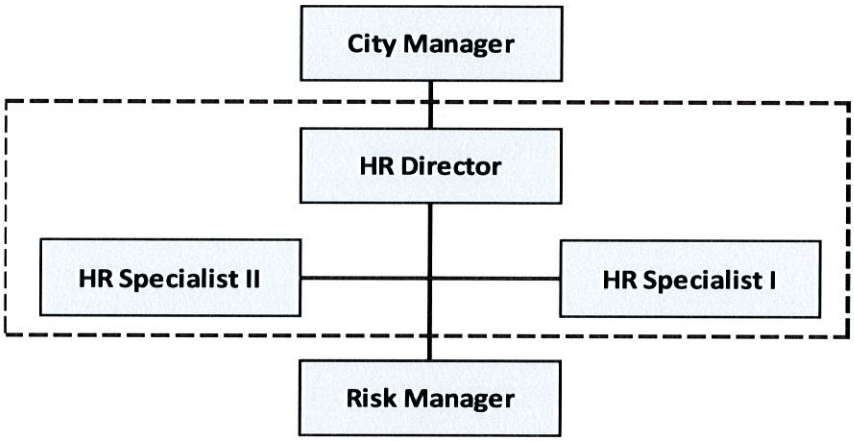
City Attorney - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Legal services other than the City Attorney base fee	453,000
City Attorney Fees	City Attorney contractual base fee	192,000

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.

Commission Priorities – Human Resources

FY 22 Objectives

- Mandatory training hours for all City employees
- Updated pay plan
- Paperless (automated) department operations
- Succession planning initiative
- Recruitment – Quarterly job fairs with local business owners
- Temporary Beautification Program employment
- Ratify new PBA and AFSCME contracts.

Current Year Accomplishments

- Hired, among others, CPA Accountant, Chief of Police, Parks & Recreation Director and Assistant Director
- Partnership with On the Job Work Experience program with CareerSource
- Paid internship program with Greater Miami Service Corps
- Miami-Dade County Public Schools Summer Youth Internship Program (3rd Year)
- Ethics training
- Harassment in the Workplace training
- Public Service Tuition Discount Program with Barry University

- Established HR policies and procedures to respond to pandemic issues.
- Conducted virtual wellness program
- Conducted virtual Open Enrollment program for selection of staff benefits
- Established policies and procedures to facilitate work at home in response to pandemic

FY 22 Objectives

- Indicated above in Commission Priorities section

Results - FY 21 Objectives

- Maintain productivity with workforce and strategic planning through quarterly training with department directors to help clearly establish departmental goals – **Due to pandemic and hybrid scheduling, in-person meetings were suspended. This initiative deferred to FY 22**
- 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 – **Completed. There has been a drastic improvement in employee evaluation completion. HR provides ongoing consultation to staff on employee performance improvement plans.**
- 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. – **All full-time City employees making less than $30,000 annually were increased to $30,000. This is the new City minimum wage.**
- Develop program to enhance proficiency in performance evaluation and discipline. – **Redesigned current plan with HRIS system to implement electronic employee evaluation process and tracking management.**

Results – FY 21 Measurements

- Employee turnover – Target – 10% - **15%**
- Time to fill positions from posting – Target = 45 days – **33% of positions filled within 45 days**
- Conduct quarterly employee development program – Target = Yes
- Evaluations more than 30 days late – Target = 15

Human Resources

13		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
513110	Salaries - Executive	71,347	77,296	86,927	9,631	86,927	-
513120	Salaries - Regular	38,786	63,521	65,094	1,573	78,867	13,773
513140	Salaries - Overtime	-	-	300	300	500	200
	Total Salaries	110,133	140,817	152,321	11,504	166,294	13,973
	Benefits						
513210	FICA	8,055	10,779	11,652	873	12,721	1,069
513220	Retirement	14,791	14,091	15,202	1,112	17,939	2,737
513225	Retirement Penalty	-	10,000	15,000	5,000	2,000	(13,000)
513230	Life And Health Insurance	24,714	15,780	15,674	(106)	20,262	4,587
513250	Unemployment Compensati	-	25,000	20,000	(5,000)	25,000	5,000
	Total Benefits	47,560	75,650	77,528	1,878	77,922	393
	Total Compensation	157,693	216,467	229,849	13,382	244,216	14,366
	Operating Expense						
513311	Employee Physicals	4,485	5,000	5,000	-	5,000	-
513312	Other Professional Services	-	24,900	24,900	-	-	(24,900)
513340	Other Contracted Services	41,892	48,000	40,737	(7,263)	83,000	42,263
513398	Employee Recognition	100	1,200	500	(700)	11,200	10,700
513420	Postage	160	300	300	-	300	-
513440	Rentals & Leases	8,551	11,394	10,497	(897)	2,244	(8,253)
513493	General Expense	-	-	-	-	2,000	2,000
513510	Office Supplies	1,181	2,300	2,300	-	2,500	200
513521	Clothing & Uniforms	-	-	-	-	700	700
513540	Pubs/Subs/Membership	2,098	2,057	3,132	1,075	1,500	(1,632)
513542	Employee Training	597	5,000	2,000	(3,000)	10,000	8,000
515530	Advertising	-	2,500	500	(2,000)	1,700	1,200
	Total Operating Expense	59,064	102,651	89,866	(12,785)	120,144	30,278
	Capital						
513646	Computer	-	-	-	-	7,000	7,000
	Total Capital	-	-	-	-	7,000	7,000
	Total Expense	216,757	319,118	319,715	597	371,360	51,644

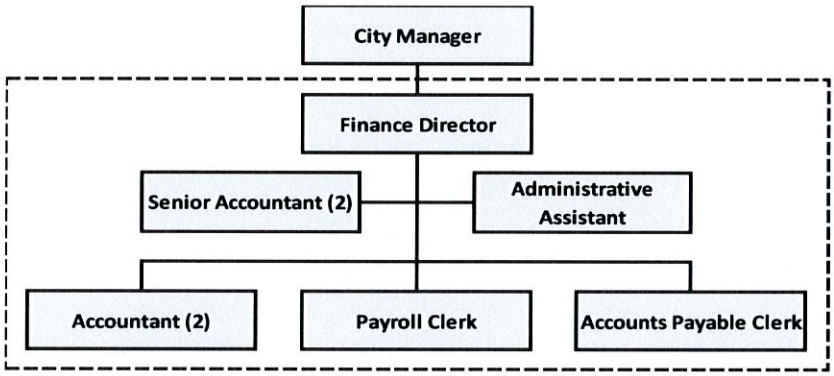
Human Resources - Footnote Detail

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**
	ADP Payroll Services	82,000
	Background Checks	500
	Employment Verification	500
	Total	**83,000**
Employee Recognition	Monthly Employee of the Month	1,200
	Employee Appreciation Events	5,000
	Employee Service Awards	5,000
	Total	**11,200**
Postage	Miscellaneous	300
Rentals & Leases	Copier	2,244
General Expense	Miscellaneous unanticipated small expenditures	2,000
Office Supplies	Miscellaneous	2,500
Clothing & Uniforms	City branded clothing, primarily shirts, for office and other City events usage	700
Pubs/Subs/Memberships	Society for HR Management Membership - SHRM(2)	1,500
Employee Training	National Seminar Training access	1,000
	Various employee skills and development opportunities	9,000
	Total	**10,000**
Advertising	Govjobs.com	1,700
Computers	Employee computer center for training and onboarding of new employees	7,000

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.

Commission Priorities – Fully Functional Finance Department Current In All Requirements With Fully Documented and Implemented Policies and Procedures

Current Year Accomplishments:

- Continued progress on completing past audits with completion of the FY 19 City audit.
- Completed FY 18 transportation-related audit which released $261,546 from County
- Upgraded staff skills with training, focused assignments and monitoring of performance
- Increased staff capability with hiring of an accountant and administrative assistant
- Created and implemented a significant number of financial policies and procedures in response to issues identified in the FY 19 State Operational Audit

FY 22 Objectives

- Become current in all financial audit requirements by September, 2022
- Fill all remaining vacant department positions
- Continue staff education and development
- Finalize all open issues identified in the State FY 19 operational audit and follow-up FY 21 audit
- Continue program of creation and implementation of financial polices and procedures to cover all financial operations.
- Research, identify and implement financial best practices

Other Current Year Accomplishments

- Maintained compliance with long-term debt payments for loans and bonds
- Central role in causing City to receive $2.1 million grant from County CARES Act program for City pandemic
- Central roll in enabling City to distribute $1.7 million of food assistance cash cards to City residents as part of County CARES Act
- Assisted in establishment of City Financial Audit Board required by State Statutes.

FY 22 Measurements

- Preparation and delivery of monthly revenue and expenditure reports by the 15th of each months – Target = 100%
- Timely preparation of monthly bank reconciliations by the 10th of each month – Target = 100%
- A minimum of one Accountant to attend FGFOA School of Governmental Finance

Results - FY 21 Objectives

1. FY 19 & FY 20 City audits completed by June, 2021 – **FY 19 audit completed by June, 2021**
2. Bring Finance Department to full strength by hiring a Finance Director, and filling two other open positions – **Multiple candidates interviewed for Finance Director, but unable to fill position**
3. Continue staff development – **Significant on-the-job training provided professional development literature obtained.**
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. – **Significant effort put forth in addressing all Finance-related operational audit issues. FY 21 audit currently underway and final results haven't yet been provided.**
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. **– Nearly all issues identified in the FY 19 operational audit have been addressed with documented and implemented policies and procedures as well as for other issues not identified in this audit**
6. Research, identify and implement financial best practices - **Ongoing**
7. Develop an internal audit process – **Not done. FY 22 Budget includes funding to outsource this service**

Results - FY 21 Measurements

1. Preparation and delivery of monthly revenue and expenditure reports by the 15th of each month – Target = 100% - **On track to be provided by the end of FY 21.**
2. Timely preparation of monthly bank reconciliations by the 10th of each month – Target = 100% - **Significant progress made in getting prior year reconciliations completed in support of financial audits through FY 19, but, due to continued limited staffing, still not completely current**.
3. At least one Accountant to attend FGFOA School of Governmental Finance – **Not done, with focus on on-the-job training instead.**

Finance

17		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
513110	Salaries - Executive	-	60,942	34,195	(26,747)	125,617	91,422
513120	Salaries - Regular	266,491	295,967	243,200	(52,767)	378,726	135,526
513140	Salaries - Overtime	104	-	4,000	4,000	5,000	1,000
	Total Salaries	266,595	356,909	281,395	(75,514)	509,343	227,948
	Benefits						
513210	FICA	19,979	28,090	21,528	(6,562)	38,964	17,436
513220	Retirement	26,721	36,791	28,140	(8,651)	55,111	26,971
513230	Life And Health Insurance	29,462	32,548	25,810	(6,738)	55,299	29,489
	Total Benefits	76,162	97,429	75,477	(21,951)	149,374	73,896
	Total Compensation	342,757	454,338	356,872	(97,465)	658,717	301,844
	Operating Expense						
513312	Other Professional Services	6,000	317,500	357,000	39,500	270,000	(87,000)
513320	Accounting & Auditing	36,000	82,000	40,000	(42,000)	84,000	44,000
513340	Other Contracted Services	273,782	-	-	-	-	-
513420	Postage	1,703	3,500	2,500	(1,000)	2,500	-
513440	Rentals & Leases	1,477	5,000	5,000	-	5,000	-
513493	General Expenses	-	5,000	1,000	(4,000)	3,000	2,000
513510	Office Supplies	2,377	5,000	3,000	(2,000)	5,000	2,000
513520	Operating Expense	8,821	4,000	1,000	(3,000)	4,000	3,000
513528	Software Licensing	-	20,000	-	(20,000)	-	-
513540	Pubs/Subs/Memberships	-	1,500	600	(900)	2,500	1,900
513542	Training	-	10,000	1,000	(9,000)	10,000	9,000
	Total Operating Expense	330,160	453,500	411,100	(42,400)	386,000	(25,100)
	Capital						
513646	Computer Equipment	-	4,800	-	(4,800)	6,000	6,000
	Total Capital	-	4,800	-	(4,800)	6,000	6,000
	Total Expense	672,917	912,638	767,972	(144,665)	1,050,717	282,744

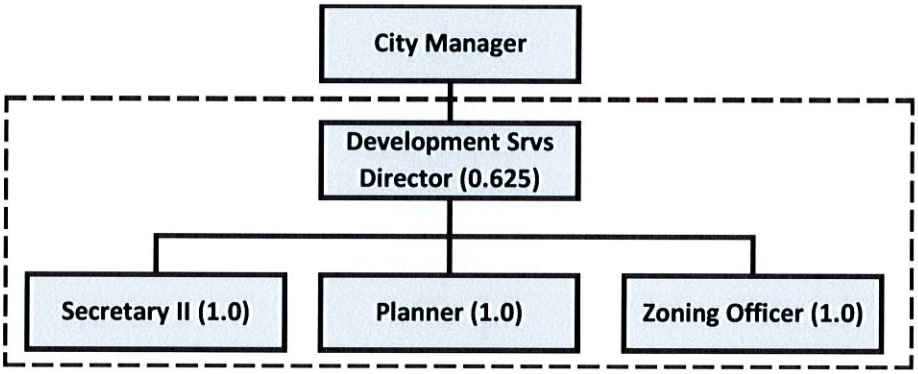
Finance - Footnote Detail

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, 2021 and consultants depart as of June 1, 2022	225,000
	Temporary staff support	40,000
	Florida League of City –GASB analysis	5,000
	Total	**270,000**
Accounting & Auditing	Auditing services – Two Audits – 57% To General Fund	84,000
Postage	Miscellaneous	2,500
Rental & Leases	Copier	5,000
General Expense	Miscellaneous unanticipated small expenses	3,000
Office Supplies	Standard office supplies	5,000
Operating Expense	Bank charges, returned checks	4,000
Pubs/Subs/Memberships	FGFOA membership	350
	FLCPA (Finance Director)	200
	IACPA (Finance Director	200
	Other	1,750
	Total	**2,500**
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 Top PCs (5)	6,000

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 – Guide City development and rehabilitation projects to make the City a viable, forward-looking community of attractive and peaceful residential neighborhoods, a thriving commercial district and a downtown area that attracts residents and others for entertainment and leisure.

Commission Priorities

- Beautification – Working with the Florida Department of Transportation (FDOT) to have surplus trees from other DOT projects planted in along State and County roads within the City
- Parks – Working on legislation to rezone the Kaboom Recreational Area for B-1 to Parks and Recreation.
- Infrastructure – Under discussion to create special taxing districts for industrial areas in regard to impacts on roadways, drainage and utilities.

Current Year Accomplishments

- Infill Housing and a rental housing community (Sailboat Cove) underway or completed.
- Three significant commercial/industrial projects completed.
- Three significant commercial/industrial projects approved with current year groundbreaking.
- Historic and Environmental Preservation Board reestablished.
- Continue inflow of new businesses

FY 22 Objectives

- Completion of the Land Development Regulation/Zoning Code codification, making this information readily available to all developers.
- Present for adoption proposed amendments for the Land Development Regulation/Zoning Code.

- Completion of the Evaluation and Appraisal Report (EAR – Required every seven years) of the 2030 Sustainable Opa-locka Comprehensive Development Master Plan.
- Completion of development of a stand-alone zoning district for Downtown/TownCenter.
- Creation of a Tech District in the North industrial area of the City.
- Continued incentivizing and administering of proposed development projects.
- Adoption of County preservation guidelines, creation of Historic Preservation Districts and identification of funding to promote restoration and preservation of historic properties.
- Seek funding for façade programs for commercial/industrial properties outside of CRA
- Evaluate impact fees for elderly, affordable and veteran residential development.
- Evaluate parking requirements for mixed-use/residential development in regard to Transit Oriented Development (TOD), elderly, affordable and veterans.

FY 22 Measurements

- Completion of the Evaluation and Appraisal Report – Target = Yes
- Completion of development of a stand-alone zoning district for Downtown/TownCenter – Target = Yes
- Creation of a Tech District in the North industrial area of the City – Target = Yes
- 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

Results - 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 - **Ongoing**
- Develop project site proformas to evaluate possible future property tax base implications. - **Ongoing**
- Focus on promoting logistical support development in concert with Amazon development – **Ongoing**
- Preparation of the Evaluation and Appraisal Report (EAR), part of the City's Comprehensive Plan process, for delivery in FY 22 – **RFP Released**
- Develop economic incentives for business development expansion and retention and mixed-use development opportunities for elderly, veterans and persons in need of affordable housing - **Ongoing**
- Reduction of upfront development fees to incentivize development – **Under Discussion**
- Reduction of parking requirements to incentivize development – **Under Discussion**
- Reconstitution of the Historic and Environmental Preservation Board - **Done**
- Completion of Community Development Policies and Procedures Manual - **Ongoing**

Results - FY 21 Measurements

- Review and approval of new development projects – Target = 6 months – **Not Available**
- Review and approval of unit title request for approved development projects – Target = 3 months - **Not Available**
- Review and approval of rezoning and land use for approved development projects –
- Target = 8 months **Not Available**
- Reconstitute Historic and Environmental Preservation Board – Target = Yes - **Done**
- Complete Community Development Policies and Procedures Manual – Target = Yes – **Not Complete**

Community Development

37		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
515110	Salaries - Executive	70,735	77,246	77,330	84	59,668	(17,662)
515120	Salaries - Regular	107,908	125,030	130,290	5,260	162,689	32,399
515140	Salaries - Overtime	96	1,000	300	(700)	1,000	700
	Total Salaries	178,739	203,276	207,920	4,644	223,357	15,437
	Benefits						
515210	FICA	19,267	15,552	15,905	353	17,087	1,182
515220	Retirement	18,516	20,328	20,792	464	24,167	3,375
515230	Life And Heatlh Insurance	33,837	29,978	27,368	(2,610)	26,511	(858)
	Total Benefits	71,620	65,858	64,065	(1,793)	67,765	3,700
	Total Compensation	250,359	269,134	271,985	2,851	291,122	19,137
	Operating Expense						
515312	Other Professional Services	4,943	11,639	11,943	304	103,000	91,057
515400	Travel & Per Diem	-	-	-	-	1,300	1,300
515440	Rentals & Leases	2,328	4,399	4,399	-	4,399	-
515470	Printing And Binding	-	1,000	-	(1,000)	1,000	1,000
515493	General Expense	-	-	-	-	2,000	2,000
515510	Office Supplies And Expense	943	2,000	1,000	(1,000)	1,500	500
515530	Advertisements	910	5,000	2,000	(3,000)	7,500	5,500
515540	Pubs/Subscriptions/Membershi	-	750	-	(750)	450	450
515541	Education	-	-	-	-	500	500
	Total Operating Expense	9,124	24,788	19,342	(5,446)	121,649	102,307
	Total Expense	259,483	293,922	291,327	(2,595)	412,771	121,444

Community Development - Footnote Detail

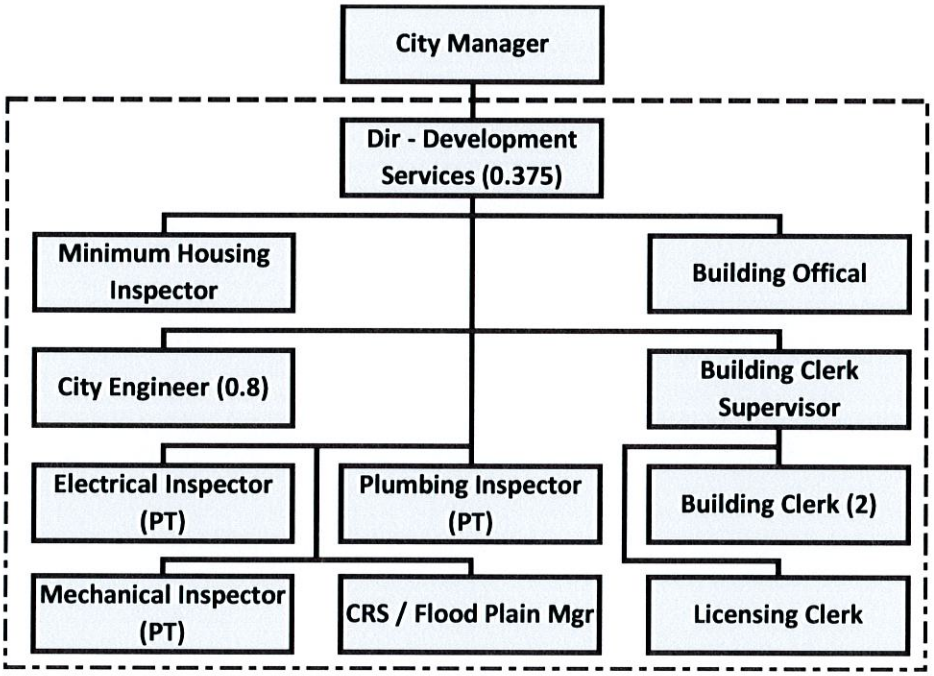
Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Development Agreement Recording / Other	3,000
	Evaluation & Appraisal Report Consultant	100,000
	Total	**103,000**
Travel & Per Diem	Travel – American Planning Association Conference	1,300
Rentals & Leases	Copier Machine	4,399
Printing and Binding	Zoning Maps	1,000
General Expense	Miscellaneous small unanticipated expenditures	2,000
Office Supplies	Miscellaneous	1,500
Advertisements	Development Agreement Advertising	7,500
Pubs / Subscriptions / Memberships	American Planning Association	450
Education	Conference Fees – American Planning Assoc Conference	500

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. The Building & Licenses Department also supports the City Beautification Program through the maintenance and enforcement of the City's color palette of acceptable colors for building exteriors.

Current Year Accomplishments

- Met requirements of the National Flood Insurance Program Community Rating System to result in lower property owner insurance costs.
- Met requirements of the National Pollution Discharge Elimination System (NPDES) to document actions being taken to reduce waterway pollution

- Partial automation of permitting process.
- Introduction of walk-through permit processing for some categories of permits, improving turnaround time.
- Establishment of a minimum housing focus to ensure all multi-family rental properties met minimum health and safety standards. Creation of a full-time Minimum Housing Inspector

FY 22 Objectives

- Implement electronic plan submission and review
- Implement electronic plan distribution to various county agencies having plan review responsibilities
- Finalize automation of automated computation of permitting and business tax receipt fees
- Further improvement in plan review turnaround time.
- Increased focus on flood plan issues with the addition of a part-time Flood Plan Manager
- Continuation of ensuring Opa-locka structures are structurally sound and electrically safe.

FY 22 - Measurements

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

Results - FY 21 Objectives

- Internet accessible inspection results – **Deferred to FY 22**
- Internet / electronic plan review – **Deferred to FY 22**
- Automated computation of permitting and business tax receipt fees – **Partially Complete**
- Increased number of cases presented to the County Unsafe Structure Board – **None - due to pandemic**

Results - FY 21 Measurements (Estimates)

- Walk-through permit applications – Target = 2 business days – **3 business days**
- Small permit applications – Target = 5 business days – **5 business days**
- Large permit applications – Target = 22 business days – **22 business days**
- License applications – Target = 10 business days – **DERM now requires all licenses to be submitted to it for review, adversely impacting turnaround time since City no longer controls process**
- Cases forwarded to the County Unsafe Structure Board – Target = Minimum of two – **None - due to pandemic**

Building & Licenses

30		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
524110	Salaries - Executive	81,213	155,395	155,565	170	191,366	35,801
524120	Salaries - Regular	54,075	68,069	100,410	32,341	148,911	48,501
524130	Salaries - Part Time	81,362	88,484	88,580	96	143,852	55,272
521140	Salaries - Overtime	127	-	600	600	1,500	900
	Total Salaries	216,777	311,948	345,155	33,207	485,629	140,474
	Benefits						
524210	FICA	16,066	23,862	26,404	2,542	37,151	10,747
524220	Retirement	26,440	31,195	34,516	3,321	52,545	18,030
524230	Life And Health Insurance	16,794	21,236	22,300	1,064	23,777	1,477
	Total Benefits	59,300	76,293	83,219	6,926	113,473	30,254
	Total Compensation	276,077	388,241	428,374	40,133	599,102	170,728
	Operating Expense						
524312	Other Professional Services	-	17,000	2,000	(15,000)	11,000	9,000
524400	Travel & Per Diem	-	-	-	-	5,490	5,490
524420	Postage	2,930	5,140	5,000	(140)	5,500	500
524440	Rentals & Leases	253	2,244	2,244	-	2,244	-
524470	Printing & Binding	-	2,000	-	(2,000)	1,500	1,500
424493	General Expense	-	-	-	-	2,000	2,000
524510	Office Supplies	1,391	2,000	2,000	-	2,000	-
524540	Pubs/Subs/Memberships	1,153	700	700	-	1,500	800
524541	Educational Costs	599	3,500	3,500	-	1,800	(1,700)
533340	Other Contracted Services	2,719	-	-	-	-	-
	Total Operating Expense	9,045	32,584	15,444	(17,140)	33,034	17,590
	Capital						
524646	Computer Equipment	-	-	-	-	5,650	5,650
	Total Capital	-	-	-	-	5,650	5,650
	Total Expense	285,122	420,825	443,819	22,993	637,786	193,968

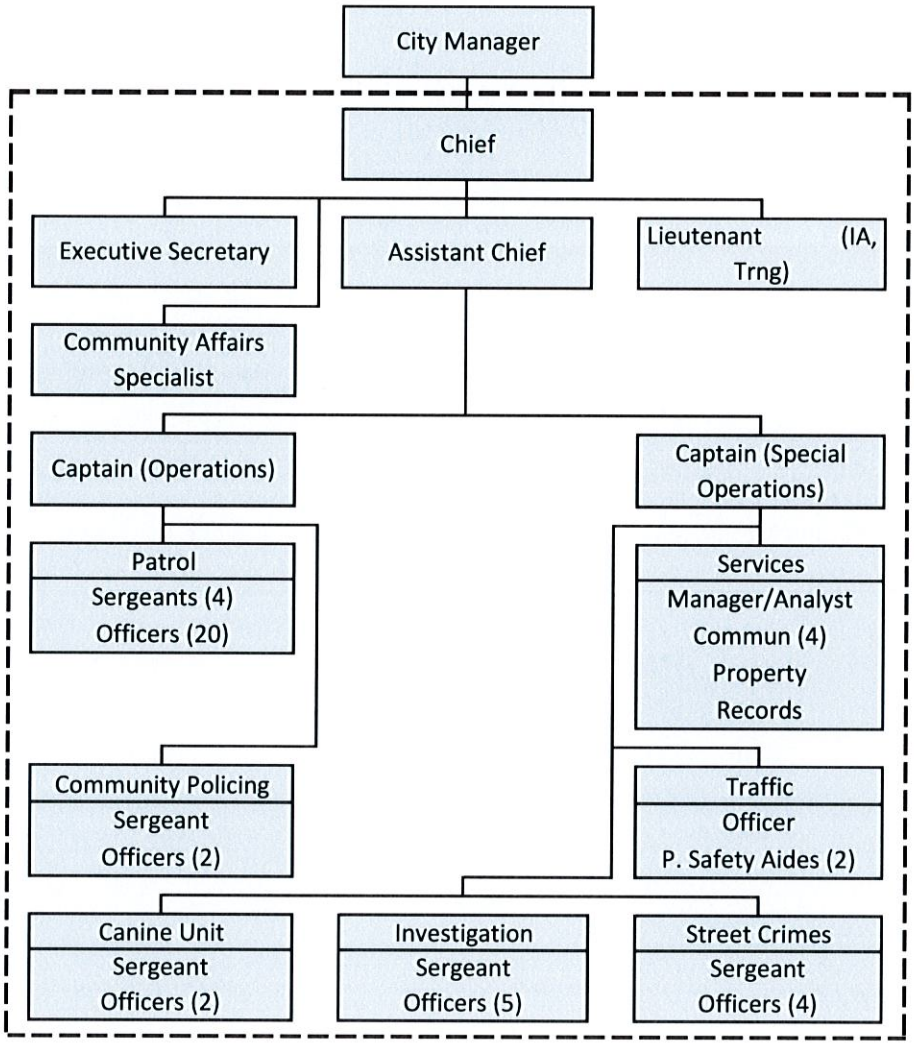
Building & Licenses - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	External Engineering Plan Review (Complex Structures)	4,000
	County Unsafe Structure Board – 2 Cases @ $7,500	3,000
	Other	4,000
	Total	**11,000**
Travel	Travel – Conferences (FEMA, Building Officials, Flood Plain	5,490
Postage	Landlord Tenant Permit	1500
	Business Tax Receipts	3500
	40-Year Inspections	500
	Total	**5,500**
Rentals & Leases	Copiers	2,224
Printing & Binding	Plan Duplication	1,500
General Expense	Miscellaneous Unanticipated Expense	2,000
Office Supplies	Miscellaneous	2,000
Pubs/Subs/Memberships	Professional Memberships & Licenses	1,500
Educational Costs	Conference Fees (FEMA, Building Officials, Flood Plain	1,800
Computers	Five Computers	5,650

Police Department

POLICE DEPARTMENT

Mission – Ensure public safety for all members of the community through effective preventative programs and aggressive professional and prompt response to criminal activities.



Goal – Establish and function as a highly effective Police department noted for providing excellent, respectful and trusted public safety to the community.

Commission Priorities – Public Safety

Current Year Accomplishments

- Replaced the leadership team with experienced, professional, motivated, forward-thinking and proactive senior officers.
- Removed officers from the department whose performance was unsatisfactory.

- Upgraded the material condition of the department to ensure that all officers had the necessary equipment to professionally fulfill their duties.
- Initiated development of policies and procedures to ensure that all department members have a clear understanding of how to perform their duties and what is expected of them.

FY 22 Objectives

- Continued development of policies and procedures to ensure a highly effective police presence in the community.
- A strong community policing program to provide options and opportunities to minimize resident drift into criminal activity.

Other FY 21 Accomplishments

- Implemented a sub-station in a high crime area to dissuade criminal activity.
- Creation of a Streets Crimes Unit and re-establishment of a K-9 unit to address violent crime and gang issues throughout the City.
- Replaced half of an aging fleet of police vehicle, re-established a motorcycle unit and replenished many other supplies and equipment required for effective policing.
- Received a Department of Justice grant for $84,000 in support of department pandemic activity.
- Received a State grant of $1.1 million toward rectifying the temporary Police station facilities currently utilized.
- Obtained a Shotspotter grant to obtain equipment to greatly increase responsiveness to gunfire within the City.
- Re-instituted the Police Explorer program as one element of the increased emphasis on community policing.
- Major role in obtaining agreement with the PBA bargaining unit in regard to a three-year contract targeted to be completed by the end of FY 21.
- Development of a department strategic plan.

Other FY 22 Objectives

- Implement the National Incident-Based Reporting System (NIBRS) to use data analysis to identify patterns and prevent and/or resolve criminal activity,
- Establish a Community Policing unit and implement alternative policing models (bikes, walking beats, etc.)
- Increase social media presence and community outreach.
- Establish community engagement and programs.
- Introduce legislative initiatives to impact long-term crime and resource efficiency.
- Reduce response times to emergency calls.
- Automation, including imaging, of current and prior department records.
- A complete update of department policies and procedures utilizing nationally recognized consultants to ensure implementation of best practices.

FY 22 Measurements

- Reduce Crime priority crimes by 3%
- Number of community events, and social media outreach
- Creation of Community engagements Programs
- Complete initial roll-out of the agency's Policy and Procedures manual

Results vs FY 21 Objectives and Measurements – Not provided due to the total reorganization and transformation of the department.

Police Department

		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
521110	Salaries - Executive	216,026	323,239	166,317	(156,922)	238,673	72,356
521120	Salaries Regular	3,152,956	2,717,572	3,022,988	305,416	3,218,252	195,264
521130	Salaries - Part Time	86,474	98,714	25,669	(73,045)	101,826	76,157
521140	Salaries - Overtime	92,807	106,000	190,500	84,500	180,000	(10,500)
521150	Longevity	-	33,500	35,000	1,500	37,000	2,000
	Total Salaries	3,548,263	3,279,025	3,440,474	161,449	3,775,751	335,277
	Benefits						
521210	FICA	259,422	249,082	263,195	14,113	288,840	25,645
521220	Retirement	804,144	742,060	794,503	52,443	898,747	104,243
521225	FRS Penalty	-	20,000	20,000	-	-	(20,000)
521230	Life And Health Insurance	349,638	368,931	338,701	-	409,615	70,914
	Total Benefits	1,413,204	1,380,073	1,416,399	66,556	1,597,201	180,802
	Total Compensation	4,961,467	4,659,098	4,856,874	228,006	5,372,952	516,079
	Operating Expense						
521312	Other Professional Services	2,128	1,600	2,170	570	3,000	830
521340	Other Contracted Services	5,711	8,012	6,392	(1,620)	51,000	44,608
521400	Travel & Per Diem	-	6,000	6,000	-	10,000	4,000
521420	Postage	-	200	200	-	200	-
521440	Rentals & Leases	4,217	20,680	23,929	3,249	20,680	(3,249)
521467	Repair & Maint - Mach & Equip	-	-	-	-	1,500	1,500
521493	General Expenses	713	11,000	11,000	-	4,000	(7,000)
521510	Office Supplies	6,050	8,000	9,000	1,000	11,564	2,564
521520	Operating Expense	1,248	32,100	32,100	-	20,500	(11,600)
521521	Clothing & Uniform Expense	18,706	24,290	22,340	(1,950)	20,500	(1,840)
521528	Software Maintenance	82,650	168,941	99,654	(69,287)	182,710	83,056
521540	Pubs/Subs/Memberships	-	720	600	(120)	2,740	2,140
521541	Educational Costs	9,500	33,500	17,000	(16,500)	40,000	23,000
521547	Special Supplies	-	1,500	1,000	(500)	33,028	32,028
521648	Vehicle Lease/Purchase	-	263,500	234,054	(29,446)	261,200	27,146
529535	Police Explorer Program	-	-	-	-	5,000	5,000
	Total Operating Expense	130,923	580,043	465,439	(114,604)	667,622	202,183
	Capital						
521641	Automotive Equipment	-	10,000	9,425	(575)	-	(9,425)
521644	Public Safety Equipment	27,338	-	-	-	5,000	5,000
	Total Capital	27,338	10,000	9,425	(575)	5,000	(4,425)
	Total Expense	5,119,728	5,249,142	5,331,738	112,827	6,045,574	713,837

Police Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Psychiatric evaluation, polygraph, counseling	3,000
Other Contracted Services	FDLE - Fingerprinting	2,000
	County court witness fees	3,000
	Social media initiative	1,000
	Record management automation	45,000
	Total	**51,000**
Travel & Per Diem	Education sites, conferences and other travel as required	10,000
Postage	Miscellaneous	200
Rentals & Leases	Containers (crime-related material)	10,500
	Copiers	10,180
	Total	**20,680**
Repair & Maint – Mach & Equip	Radio repair	1,500
General Expense	Miscellaneous unanticipated small expense	4,000
Office Supplies	Miscellaneous small office supply materials	11,564
Operating Expense	Community Outreach	2,000
	Vehicle Decontamination	1,000
	Fire Extinguishers	4,000
	Canine Maintenance	10,000
	Safety Flares	3,050
	Total	**20,650**
Clothing & Uniform Expense	Contract Allowances	15,750
	Miscellaneous	4,750
	Total	**20,500**
Software Maintenance	ERP System - SunGard	70,000
	Off-Duty Management - PowerDetails	2,500
	E-mail Hosting - Google (Cloud)	5,190
	IA Pro - Internal Affairs Management	10,000
	PowerDMS - Policy & Proc Management	3,000
	Barracuda Firewall	14,800
	Office 365	28,720
	Office 365 – Migration	29,750
	Cisco	1,750
	Lexipol – Policy Development	17,000
	Total	**182,710**
Pubs/Subs/Memberships	National Organization of Black Law Enforcement Officers FBI National Academy	300
	International Association of Police Chiefs	380
	Florida Association of Police Chiefs	840
	Miami-Dade Chiefs Association	720
	Other	500
	Total	**2,740**
Education	Undefined staff development and training	40,00

Police Department - Footnote Detail

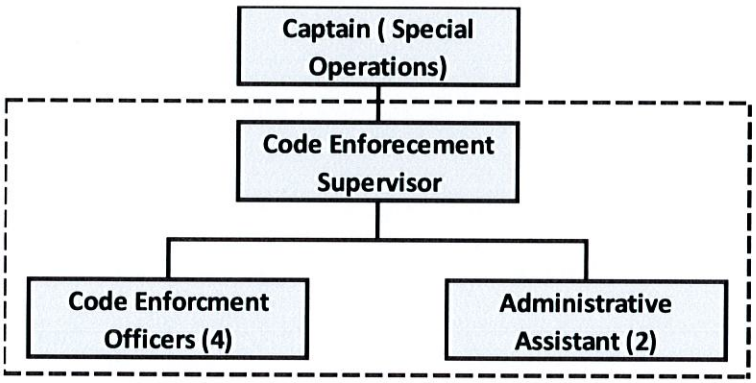
Account Name	Footnote Detail	Proposed Budget ($)
Special Supplies	Community outreach materials	10,000
	Weapons	1,460
	Ammunition	6,272
	Batteries and chargers	3,015
	Investigation material	12,281
	Total	**33,028**
Vehicle Lease	Existing leases (20 vehicles)	193,200
	New leases (5 vehicles – includes upfront charges)	68,000
	Total	**261,200**
Police Explorer Program	Community outreach program to allow community youth to gain familiarity and participate in Police-related activities	5,000
Public Safety Equipment	Surplus federal government equipment	5,000

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 properties are in compliance with City Code, illegal dumping and parking are eliminated and all businesses obtain Business Tax Receipts licenses.

Commission Priorities - Beautification

Current Year Accomplishments

- Continued efforts to eliminate illegal dumping and other activities detracting from City appearance.
- After researching other municipalities, developed legal options to deal with abandoned structures, unmaintained vacant lots and properties where the City has to intervene, at City expense, to correct significant issues when property owners were unresponsive.

FY 22 Objectives

- Focus on abandoned structures, also a Police focus item since these properties attract and enable criminal activity.

Other Current Year Accomplishments

- Oversight transferred from Building & Licenses to Police department
- Major enforcement activity focused on:
    - 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

Other FY 22 Objectives

- Leverage technology to improve efficiency, accountability and documentation.
- Additional training and certification to effectively perform assigned job functions.
- Ensure equipment adequate to fulfill duties.
- Reduce illegal dumping.
- Implement County electronic lien filing system
- Increased Code Officer training
- Utilize the Build Better Opa-locka application (community reporting system for reporting of issues requiring Code Enforcement attention) to improve responsiveness.

FY 22 Measurements

- Business Tax Receipts –Follow up to determine status of those businesses not responding to the annual mail-out of business tax receipt renewal correspondence – Target = 100% of non-responsive businesses.
- Reduce response time for complaints – Target – 2 business days
- Implementation of County electronic lien filing system – Target = Yes

Code Enforcement

23		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
521120	Salaries - Regular	247,172	219,217	176,810	(42,407)	255,159	78,349
521140	Salaries - Overtime	1,157	929	500	(429)	1,500	1,000
	Total Salaries	248,329	220,146	177,310	(42,836)	256,659	79,349
	Benefits						
521210	FICA	17,705	16,852	13,563	(3,289)	19,634	6,071
521220	Retirement	17,206	22,205	17,731	(4,474)	27,771	10,040
521230	Life And Health Insurance	37,686	25,878	19,640	(6,238)	35,322	15,682
	Total Benefits	72,597	64,934	50,934	(14,000)	82,727	31,792
	Total Compensation	320,926	285,080	228,244	(56,836)	339,386	111,141
	Operating Expense						
521312	Other Professional Services	-	6,000	3,000	(3,000)	9,000	6,000
521420	Postage	5,564	9,000	7,000	(2,000)	7,000	-
521493	General Expense	-	-	-	-	2,000	2,000
521510	Office Supplies	1,512	3,000	2,000	(1,000)	2,000	-
521511	Lien Recording Charges	282	2,000	1,000	(1,000)	2,500	1,500
521521	Clothing & Uniform Expense	800	3,200	2,000	(1,200)	1,500	(500)
521541	Educational Costs	-	5,000	1,000	(4,000)	7,500	6,500
521648	Auto Lease	-	-	-	-	18,400	18,400
	Total Operating Expense	8,158	28,200	16,000	(12,200)	49,900	33,900
	Capital						
521646	Computer Equipment	3,107	17,000	16,756	(244)	-	(16,756)
	Total Capital	3,107	17,000	16,756	(244)	-	(16,756)
	Total Expense	332,191	330,280	261,000	(69,280)	389,286	128,285

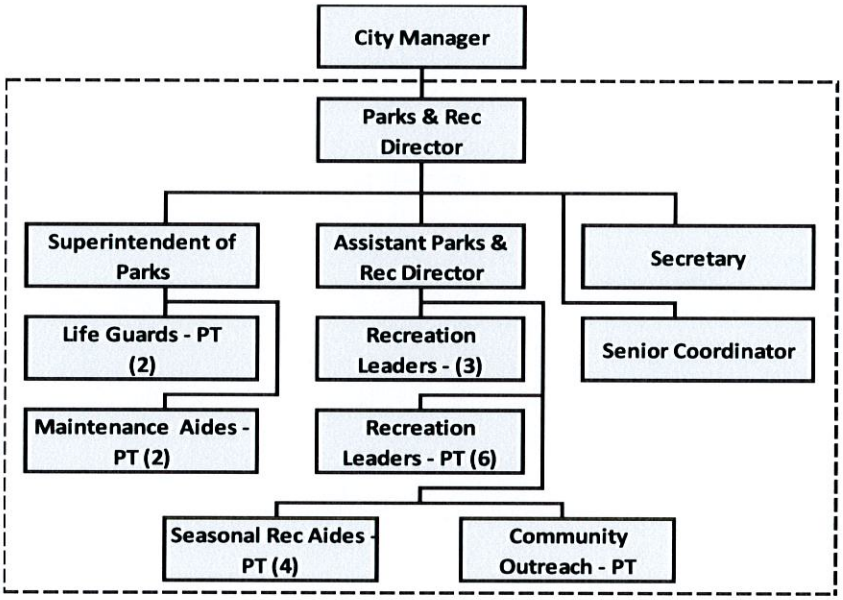
Code Enforcement - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Special Magistrate Services	9,000
Postage	Code Enforcement violation correspondence	7,000
General Expense	Miscellaneous unanticipated small expenditure	2,000
Office Supplies	Miscellaneous office supplies	2,000
Lien Recording Charges	County charges for filling liens	2,500
Clothing & Uniforms	Branded clothing for conducting City business	1,500
Education	Officer Code Enforcement training	7,500
Auto Lease	Leasing of four trucks	18,400

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 – To build a stronger community through recreation, health, wellness and social equity. Make the City of Opa-locka parks a COOL place to play.

Commission Priorities – Parks & Recreation (P&R)

Current Accomplishments

- Activation of all parks and facilities, including Ingram Park. – Public Works has completed renovation of Ingram Park restrooms and installation of park lighting is in progress.
- Summer camp program activated for City youth.
- Senior program is activated.
- State grant of $100,000 received for park fencing to enhance security and appearance.

FY 22 Objectives

- Full range of youth after-school programs to be implemented as part of proposed FY 22 budget.
- Proposed FY 22 budget includes part-time Community Outreach position to generate increased interest in P&R facilities and programs, including reaching out to the senior community.
- Magnolia Park to be officially included in the City park system upon defining the park boundaries and resolving ownership issues.

- Establishment of national parks standards will be incorporated into the P&R master plan to be implemented in FY 22.
- Establishment of a marketing plan will be incorporated into the P&R master plan to be implemented in FY 22.
- Proposed FY 22 budget includes recommendation for two part-time maintenance aides to ensure parks present a positive appearance at all times.
- Focus on aesthetics to further enhance a positive P&R appearance.

Other Current Year Accomplishments

- Two certified Parks and Recreation Professionals (CPRP) added to staff.
- Created P&R logo for branding purposes.
- Supported operations at COVID-19 testing and vaccination sites.
- Augmented staffing through hiring of part-time employees to provide services at times P&R facilities are used by the community
- Partnered with other organizations to bring new events and programs to the City such as Bike305 and the Youth Environmental Alliance Fishing program.
- Senior P&R management attended conferences to gain new perspective on new developments in Parks & Recreation.
- Created a Special Events policy to create an orderly process for budgeting, scheduling and managing special events.
- Created a City P&R presence on social media.
- Participated in the selection of consultant services for the creation of a P&R master plan.
- P&R participated in the program to provide food cash cards as part of the County CARES Act program.
- Reorganized department to align skills with responsibilities and improve efficiency.

FY 22 Objectives

- Implement initial phase of P&R master plan.
- Implement software to manage P&R operations and interactions with the community.
- Actively pursue grant opportunities, including Florida Recreation Development Assistance Program (FRDAP)
- Develop P&R brochures to generate community interest.
- Create a homeless initiative program.
- Reactivate fitness and healthy eating programs.
- Establish schedules of planned maintenance to ensure that all properties and equipment are regularly maintained to maintain appearance and operability.
- Focus on the development of staff to enhance work ethic and knowledge of P&R activities.
- Identify further partnerships to provide additional youth programs.

FY 22 Measurements

- Apply for grants – Target = Minimum of one
- Increase participation of youth and teen participation in P&R programs – Target = 25%
- Increase participation in Senior programs – Target = 25%
- Increase community awareness of P&R events – Target = 10%

Results - FY 21 Objectives (Subject To COVID-19 Impact)

- Development of parks masterplan – **In progress**
- Apply for State recreations grants (FRDAPs) – **Submitted application for Trails grant**
- Reintroduce a full range of recreation activities at the renovated Ingram Park – **In progress**
- Determine the future of small building at Segal Park - **Deferred**
- Develop City youth and adult basketball leagues – **Deferred to FY 22 due to pandemic**
- Implement water aerobics program – **Deferred to FY 22 due to pandemic**
- Restructure Senior program to make increased usage of City facilities and increase participation **– Reduced effort due to pandemic**
- Expand Afterschool Care and Cheerleading programs – **Deferred to FY 22 due to pandemic**
- Expand fitness and healthy eating programs – **Deferred to FY 22 due to pandemic**
- Development of brochures to promote recreation and parks opportunities – **Deferred to FY 22 due to pandemic**

Results – FY 21 Measurements

- Apply for State recreation grant (FRDAP) – Target = Minimum of one – **Submitted application for Trails grant**
- Senior Program increase in FY 19 average participation – Target = 30% **- Not accomplished due to pandemic**
- Sherbondy Young Adult Fitness Program increase in FY 19 average participation – Target = 30% **- Not accomplished due to pandemic**
- Football Program increase in FY 20 average participation – Target = 30% **- Not accomplished due to pandemic**
- Afterschool Care (Segal Park / Helen Miller) Program increase in FY 19 average participation – Target = 40% **- Not accomplished due to pandemic**
- Cheerleader Program increase in FY 19 average participation – Target = 30% **- Not accomplished due to pandemic**

Parks & Recreation - Part I

72		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
572110	Salaries - Executive	70,304	70,574	77,980	7,406	73,863	(4,117)
572120	Salaries - Regular	191,613	285,874	277,218	(8,656)	290,673	13,455
572130	Salaries - Part Time	6,122	8,422	20,909	12,487	166,642	145,733
572140	Salaries - Overtime	1,133	1,000	1,500	500	2,000	500
	Total Salaries	269,172	365,870	377,607	11,737	533,178	155,571
	Benefits						
572210	FICA	19,167	27,992	28,889	897	40,793	11,904
572220	Retirement	25,185	36,587	37,761	1,174	57,690	19,929
572230	Life And Health Insurance	35,904	54,941	47,152	(7,788)	57,982	10,829
	Total Benefits	80,256	119,520	113,802	(5,718)	156,465	42,663
	Total Compensation	349,428	485,390	491,409	6,019	689,643	198,234

Parks & Recreation - Part II

72		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Total Compensation	349,428	485,390	491,409	6,019	689,643	198,234
	Operating Expense						
572340	Other Contracted Services	56,164	150,000	75,000	(75,000)	-	(75,000)
572400	Travel & Per Diem	-	-	3,496	3,496	3,496	-
572403	Special Events	8,087	21,000	6,800	(14,200)	46,000	39,200
572420	Postage	-	-	100	100	100	-
572440	Rentals & Leases	797	2,344	2,444	100	2,494	50
572461	Building Repair & Maintenance	-	4,000	2,000	(2,000)	4,000	2,000
572463	Pool Maintenance	11,250	13,500	13,500	-	13,500	-
572485	Recreational Activities	-	12,400	11,900	(500)	-	(11,900)
572486	Recreation Football Program	3,272	-	-	-	-	-
572510	Office Supplies	1,532	7,000	5,000	(2,000)	5,000	-
572520	Operating Expense	3,340	4,000	-	(4,000)	-	-
572522	Uniforms	398	700	1,100	400	1,700	600
572541	Educational Costs	-	4,000	1,800	(2,200)	4,175	2,375
572552	Senior Services	5,230	14,508	4,000	(10,508)	15,000	11,000
572553	Summer Camp Program	2,586	10,000	10,000	-	8,000	(2,000)
572554	Sports Officials Fees	575	2,000	1,150	(850)	-	(1,150)
572555	Out Of School Camp	-	-	-	-	1,300	1,300
572556	Football	-	-	-	-	26,200	26,200
572557	Basketball	-	-	-	-	1,530	1,530
572558	Track	-	-	-	-	2,625	2,625
572559	Baseball (Little Leagues)	-	-	-	-	2,700	2,700
572560	Cheerleading	-	-	-	-	1,500	1,500
572561	Intramural (Football & Basketball)	-	-	-	-	300	300
572562	After-School Program	-	-	-	-	15,800	15,800
572648	Vehicle Lease	-	-	-	-	6,600	6,600
	Total Operating Expense	95,656	250,452	143,290	(107,162)	163,025	19,735
	Capital						
572630	Improvement - Other Than Bldg	-	13,000	-	(13,000)	200,000	200,000
572640	Machinery & Equipment	-	41,000	39,894	(1,106)	12,500	(27,394)
572642	Furniture & Equipment	-	10,000	-	(10,000)	15,000	15,000
572646	Computers	-	-	-	-	8,000	8,000
572648	Vehicle Purchase	-	-	-	-	70,000	70,000
	Total Capital	-	64,000	39,894	(24,106)	305,500	265,606
	Total Expense	445,084	799,842	674,593	(125,249)	1,158,168	483,574

Parks & Recreation - Footnote Detail – Page I

Account Name	Footnote Detail	Proposed Budget ($)
Travel & Per Diem	Travel to education sites, conferences, etc.	3,496
Special Events	Easter Event	1,500
	MLK Walk	2,000
	Track Invitational Meet	2,200
	Christmas Toys	3,500
	Halloween Fun Night	2,500
	School Bookbags	2,500
	Black History Month	2,000
	Community Chess Tournament	200
	Other	4,600
	Commissioner Discretionary Events	25,000
	Total	**46,000**
Postage	Miscellaneous Mailings	100
Rentals & Leases	Copier	2,344
	Carpet Cleaner	150
	Total	**2,494**
Building Repair & Maintenance	Small budget for minor cleaning, repair and maintenance	4,000
Office Supplies	Miscellaneous	5,000
Uniforms	Staff uniforms	1,700
Education	Conference fees, other staff educational opportunities	4,175
Senior Services	Trips	5,000
	Fitness	1,000
	Clothing	600
	Special Events	4,000
	Supplies & Equipment	2,000
	Arts & Crafts	2,400
	Total	**15,000**
Summer Camp	Special Events	3,000
	Clothing	500
	Field Trips	3,000
	Supplies	1,500
	Total	**8,000**
Out of School Camp	Seven individual days	700
	Winter Camp – 2 weeks	400
	Spring Camp – 1 week	200
	Total	1,300
Football	Equipment	10,800
	League Fees	2,000
	Uniforms	5,400
	Awards	2,000
	Officials	8,000
	Total	**26,200**

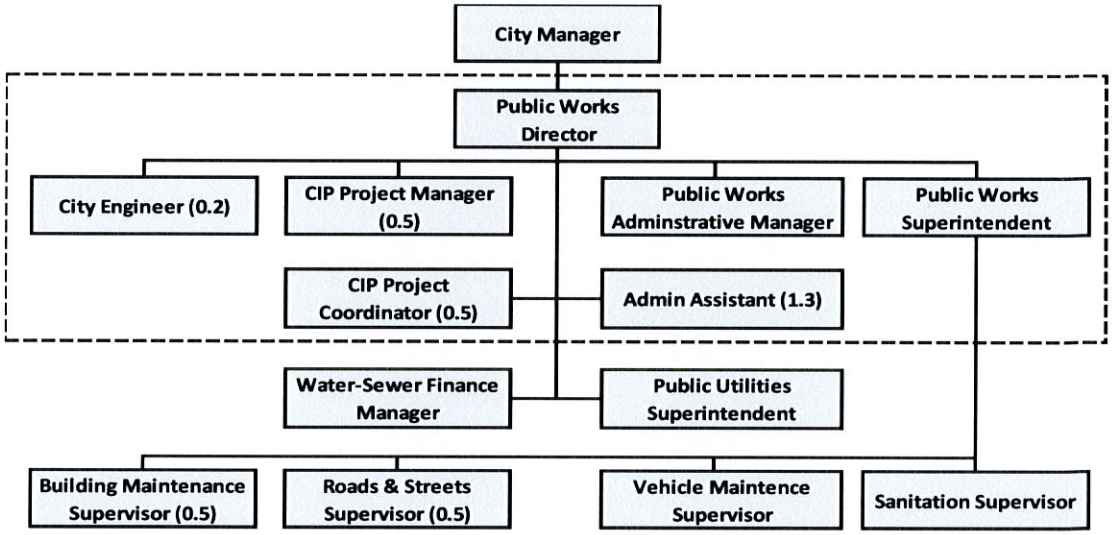
Parks & Recreation - Footnote Detail – Page II

Account Name	Footnote Detail	Proposed Budget ($)
Basketball	Uniforms	480
	Awards	100
	Equipment	200
	League Fees	750
	Total	**1,530**
Track	Awards	800
	Equipment	1,500
	League Fees	325
	Total	**2,625**
Baseball (Little League)	Uniforms	900
	Awards	300
	Equipment	1,000
	League Fees	500
	Total	**2,700**
Cheerleading	Uniforms	200
	Awards	300
	Competition	1,000
	Total	**1,500**
Intramural Football & Basketball	Uniforms	300
After School Program	Supplies & Equipment	2,000
	Snacks, Field Trips, Special Events	7,800
	Kids Eating Healthy Program	4,000
	Operation Safe Flying	2,000
	Total	**15,800**
Vehicle Lease	Department Vehicle	6,600
Improvement – Other Than Bldgs	Playground renovations, park improvements	200,000
Machinery & Equipment	Baseball Field Dragger	5,000
	Pool Cleaner	1,500
	Golf Cart	6,000
	Total	**12,500**
Furniture	Park Tables & Benches	15,000
Computers	Computer Center – Monitors, Cables & Accessories	8,000
Vehicle Purchases	Vans (2) – One with lift capability	70,000

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. Leadership role in City Beautification Program in regard to appearance of roadways and sidewalks, illegal dumping, waterways, City buildings, City gateways and parks. 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 22 Objectives – FY 22 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

32		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
541110	Salaries - Executive	189,261	68,964	69,039	75	69,039	-
541120	Salaries - Regular	74,392	201,829	188,049	(13,780)	244,806	56,757
541140	Salaries - Overtime	-	-	300	300	300	-
	Total Salaries	263,653	270,793	257,388	(13,405)	314,145	56,757
	Benefits						
541210	FICA	19,277	20,718	19,690	(1,028)	24,033	4,343
541220	Retirement	14,797	27,084	25,739	(1,345)	33,990	8,252
541230	Life And Health Insurance	21,810	26,172	23,926	(2,246)	30,414	6,488
	Total Benefits	55,884	73,974	69,355	(4,619)	88,438	19,083
	Total Compensation	319,537	344,767	326,743	(18,024)	402,583	75,840
	Operating Expense						
541312	Other Professional Services	619	600	600	-	600	-
541340	Other Contracted Services	-	624	5	(619)	-	(5)
541400	Travel	-	-	-	-	1,000	1,000
541420	Postage	43	200	100	(100)	100	-
541440	Rentals & Leases	1,409	4,999	4,999	-	4,999	-
541493	General Expense	-	-	-	-	2,000	2,000
541510	Office Supplies	-	3,000	4,000	1,000	4,000	-
541520	Operating Expense	832	-	-	-	-	-
541540	Pub/Subs/Memberships	-	1,000	100	(900)	400	300
541541	Educational Costs	-	-	-	-	400	400
	Total Operating Expense	2,903	10,423	9,804	(619)	13,499	3,695
	Capital						
541646	Computers	-	6,600	6,600	-	36,600	30,000
	Total Capital	-	6,600	6,600	-	36,600	30,000
	Total Expense	322,440	361,789	343,147	(18,643)	452,681	109,535

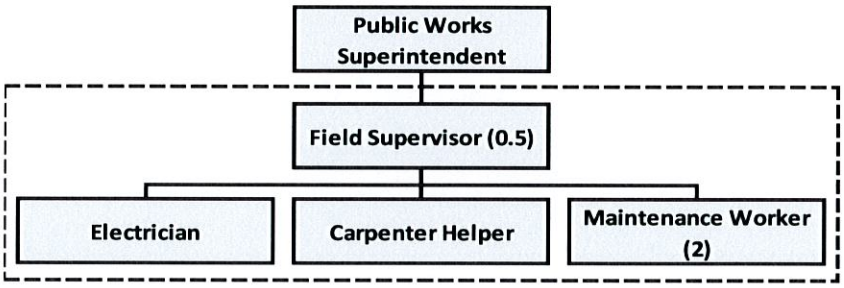
Public Works - Administration - Footnote Detail

Account Name	Footnote Detail	Proposed Budget
Other Professional Services	Miami-Dade Fire Inspection	600
Travel	Travel – Conferences, Other	1,000
Postage	Miscellaneous mailing	100
Rentals & Leases	Copier	4,999
General Expense	Miscellaneous Minor Unanticipated Expenditures	2,000
Office Supplies	Miscellaneous	4,000
Pubs/Subs/Memberships	Memberships – AWAA, APWA, Professional Engineering License	400
Education Costs	Conferences – AWAA, APWA	400
Computers	Desktops (4)	6,600
	Facility Camera Security System	30,000
	Total	**36,600**

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, be maintained in a cost-effective manner to ensure their long-term soundness and availability and present a positive, attractive image to the community.

Commission Priorities – Beautification, Parks & Recreation

Current Year Accomplishments

- Renovated Ingram Park restroom and replacement of restroom roof
- Replaced Sherbondy Community Center air conditioning system

FY 22 Objectives

- Paint three City facilities
- Paint City gateway features (6)

Other Current Year Accomplishments

- Repaired Fleet Maintenance facility roof
- Ongoing maintenance of all City facilities

FY 22 Objectives

- Assume responsibility for maintenance of 780 Fisherman Street
- Citywide upgrade to water efficient toilets
- Implement and utilize work order system for this and other Public Works divisions.
- Conduct energy audit of City facilities
- Develop short- and long-term maintenance strategies and schedules for City facilities
- Ongoing maintenance of all City facilities

FY 22 Measurements

- Documented short- and long-term maintenance strategies – Target = Yes
- City gateway painted – Target = Yes
- Paint City Facilities – Target = 3

Results - FY 21 Objectives

- Develop short- and long-term maintenance strategies and schedule for City facilities – **Deferred to FY 22**.
- Develop plans to refurbish Historic Fire Station and former Human Resources office – **Underway**
- Upgrade Ingram Park restroom facilities – **Done**
- Energy audit – **Deferred to FY 22**.

Results - FY 21 Measurements

- Documented short- and long-term maintenance strategies – Target = Yes – **Not Done**

Public Works - Building Maintenance

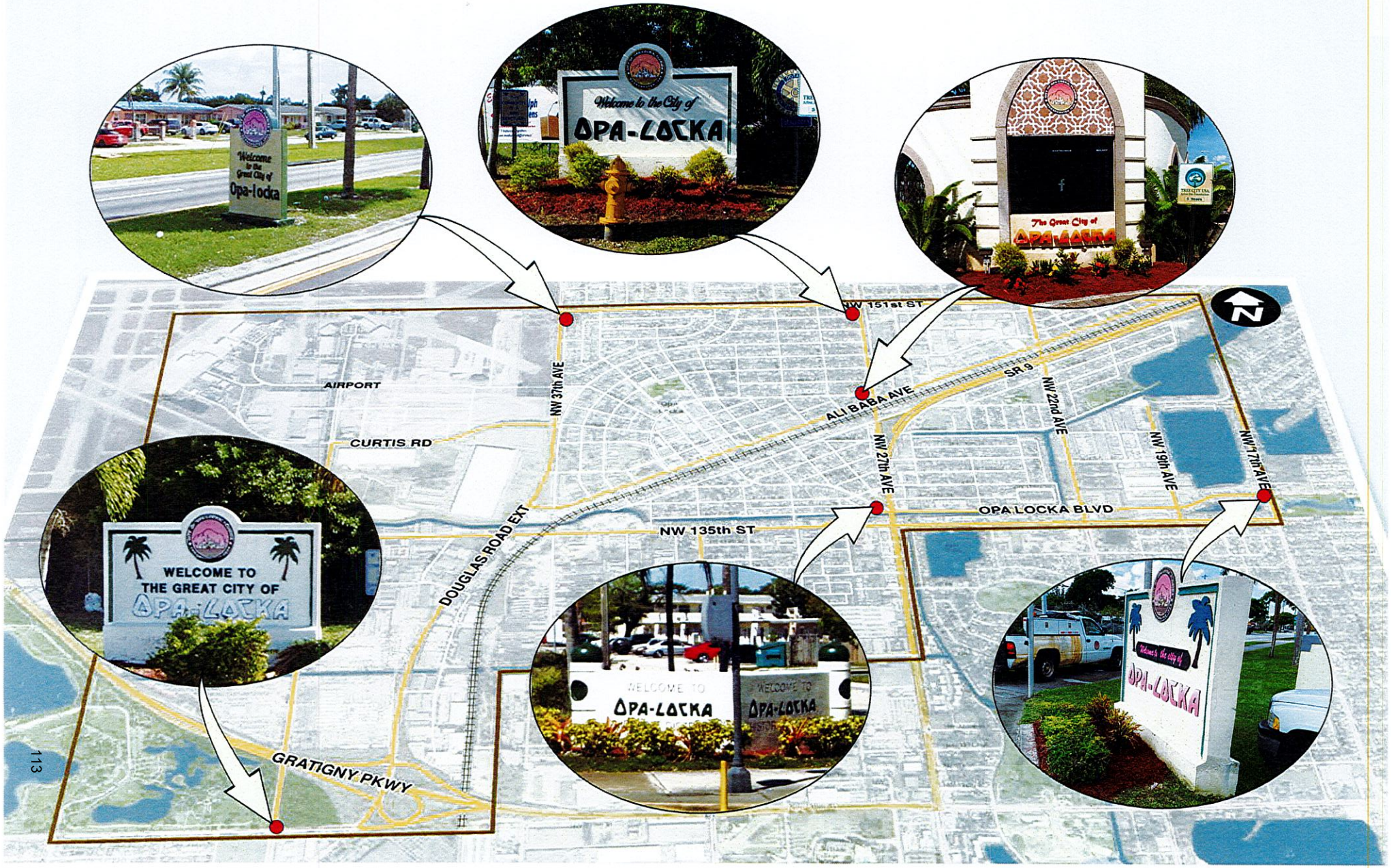
39		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
541120	Salaries-Regular	128,387	141,733	141,888	155	172,030	30,142
541140	Salaries - Overtime	3,916	6,000	2,000	(4,000)	2,000	-
	Total Salaries	132,303	147,733	143,888	(3,845)	174,030	30,142
	Benefits						
541210	FICA	9,262	11,301	11,007	(294)	13,313	2,306
541220	Retirement	23,321	14,773	14,389	(385)	18,830	4,441
541230	Life And Health Insurance	25,960	26,644	24,313	(2,331)	30,377	6,064
	Total Benefits	58,543	52,718	49,709	(3,009)	62,520	12,811
	Total Compensation	190,846	200,451	193,597	(6,854)	236,550	42,953
	Operating Expense						
541340	Other Contracted Services	2,800	-	-	-	20,000	20,000
541341	Uniform Rental/Laundry	-	1,560	1,000	(560)	1,500	500
541440	Rentals & Leases	-	-	-	-	3,800	3,800
541461	Building Repair & Maintenan	101,194	230,172	224,610	(5,562)	64,700	(159,910)
541493	General Expense	8,882	-	-	-	3,000	3,000
541551	Maintenance Supplies	17,152	25,000	16,791	(8,209)	19,100	2,309
541648	Automotive Lease/Purchase	-	-	-	-	4,600	4,600
	Total Operating Expense	130,028	256,732	242,401	(14,331)	116,700	(125,701)
	Capital						
541620	Building Improvement	-	-	-	-	60,000	60,000
541640	Machinery & Equipment	-	253,400	250,400	(3,000)	-	(250,400)
	Total Capital	-	253,400	250,400	(3,000)	60,000	(190,400)
	Total Expense	320,874	710,583	686,398	(24,185)	413,250	(273,148)

Public Works – Building Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Contracted Services	Plumbing upgrade – high efficiency toilets	20,000
Uniform Rental / Laundry	Employee uniform rental service.	1,500
Rentals & Leases	Carpet Cleaning Equipment	800
	Temporary AC Units	3,000
	Total	**3,800**
Building Repair & Maintenance	AC Repairs	9,000
	Electrical repairs	3,500
	Elevator inspection	2,000
	Elevator Maintenance	5,500
	Fire Alarm Maintenance	4,000
	Fire Alarm Testing	2,200
	Fire inspections	1,500
	Janitorial Services	5,500
	Other unplanned repairs	31,500
	Total	**64,700**
General Expense	Miscellaneous Unanticipated Minor Expenditure	3,000
Maintenance Supplies	Miscellaneous	19,100
Automotive Lease	Truck	4,600
Building Improvement	Paint 3 buildings and 6 gateway features	60,000

City of Opa-locka

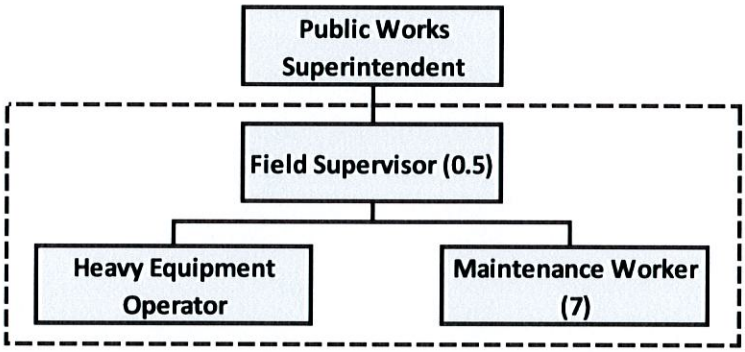
Welcome Signs



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). Ensure that roadways, adjacent swales (including trees) and City entryways are maintained properly to achieve City beautification goals.

Commission Priorities – Beautification

Current Year Accomplishments

- Initiated tree trimming program for beautification and safety purposes
- Initiated swale maintenance program to eliminate vegetation encroachment on sidewalks
- Sidewalk repair program for beautification and safety purposes.
- Planted 44 trees 9' – 10' Stopper Trees on Perviz Avenue
- Ongoing pothole patching program

FY 22 Objectives

- Replanting and maintenance of City entryways
- Installation/repair of irrigation in medians and City entryways to maintain vegetation
- Completion of tree trimming program and property owner education as to responsibilities
- Completion of swale program and property owner education as to responsibilities
- Ongoing pothole patching program
- Continuation of sidewalk repair program
- Plant minimum of 100 trees
- Sandblast median borders to upgrade appearance

Other Current Year Accomplishments

- Oversaw outsourced median and alleyway maintenance program
- Finalized installation of high intensity streetlights throughout the City to increase safety and serve as a deterrence to illegal dumping.

Other FY 22 Objectives

- Rebid median and alleyway maintenance contract
- Install barriers to alleyways to limit vehicle usage

FY 22 Measurements

- Rebid median contract – Target = Yes
- Repaired sidewalk – Target = 200 linear feet
- Complete tree trimming program – Target = Yes

Results - FY 21 Objectives

- Continued focus on identification and repair of potholes – **Significant reduction in number of potholes – Ongoing problem**
- Rebid median and alleyway maintenance contract – **Deferred to FY 22**
- Renovate gateway marker at southwest entry into City – **Deferred to FY 22**
- Continued sidewalk repairs – **Ongoing - $25,000 project**
- Tree trimming program – **Underway**

Results - FY 21 Measurements

- Rebid median contract – Target = Yes – **Deferred to FY 22**
- Repair sidewalks (100 feet of 5-foot wide sidewalk or 125 feet of 4-foot wide sidewalk) - **Done**

Public Works - Roads & Streets

41		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
541120	Salaries-Regular	264,873	221,529	195,607	(25,922)	281,351	85,744
541140	Salaries - Overtime	15,677	2,000	18,000	16,000	8,000	(10,000)
	Total Salaries	280,550	223,529	213,607	(9,922)	289,351	75,744
	Benefits						
541210	FICA	20,667	17,099	16,341	(758)	22,138	5,797
541220	Retirement	19,574	22,353	21,361	(993)	31,308	9,947
541230	Life And Health Insurance	24,016	32,614	27,291	(5,323)	46,802	19,511
541240	Workers Comp	-	-	-	-	-	-
	Total Benefits	64,257	72,066	64,993	(7,073)	100,248	35,255
	Total Compensation	344,807	295,595	278,600	(16,995)	389,599	110,999
	Operating Expense						
541340	Other Contracted Services	354,541	211,000	399,671	188,671	292,000	(107,671)
541341	Uniform Rental/Laundry	-	2,496	2,500	4	4,200	1,700
541430	Electicity, Gas & Water	-	168,000	178,000	10,000	187,000	9,000
541440	Rentals & Leases	12,705	1,000	1,000	-	10,000	9,000
541467	Repairs - Machinery & Equipr	896	8,000	1,000	(7,000)	1,000	-
541520	Operating Expense	16,100	3,000	4,231	1,231	4,000	(231)
541521	Clothing & Uniform Expense	200	500	500	-	500	-
541530	Road Materials & Supplies	21,241	37,000	59,949	22,949	21,500	(38,449)
541550	Small Tools & Supplies	8,101	10,000	500	(9,500)	1,000	500
541648	Automotive Lease/Purchase	-	-	-	-	23,000	23,000
	Total Operating Expense	413,784	440,996	647,351	206,355	544,200	(103,151)
	Capital						
541640	Machinery & Equipment	59,432	115,500	118,500	3,000	92,000	(26,500)
	Total Capital	59,432	115,500	118,500	3,000	92,000	(26,500)
	Total Expense	818,023	852,091	1,044,451	192,360	1,025,799	(18,652)

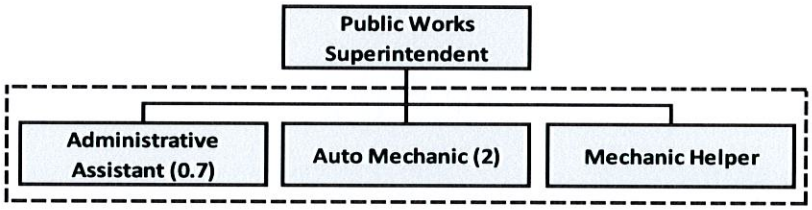
Public Works – Roads & Streets - Footnote Detail

Account Name	Footnote Detail	Proposed Budget
Other Contracted Services	Landscaping	155,000
	Tree Trimming	25,000
	Irrigation Repairs	35,000
	Tree Planting	25,000
	Median Sandblasting	25,000
	Other	17,000
	Total	**292,000**
Uniform Rental / Laundry	Employee uniform rental	4,200
Electricity, Gas, Water	City Streetlights	187,000
Rentals & Leases	Various equipment as needed	10,000
Repairs – Machinery & Equipment	Unplanned equipment repairs	1,000
Operating Expense	Miscellaneous	4,000
Clothing & Uniform Expense	Protective equipment for hazardous worksites	500
Road Materials & Supplies	Asphalt, concrete, mulch, gravel, etc.	21,500
Small Tools & Supplies	Miscellaneous	10,000
Vehicle Lease	Five Trucks	23,000
Machinery & Equipment	Pothole Patcher Installment Payment	59,000
	Bucket Truck – Five Year Lease	33,000
	Total	**92,000**

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 a computerized (Excel) repair parts and tires inventory tracking system
- Acquired appropriate tire changing equipment to eliminate outsourcing to improve turnaround time and provide savings
- Improved overall turnaround time through improving staff productivity
- Removed unused fuel tank to meet DERM requirements

FY 22 Objectives

- Implementation of aggressive vehicle preventative maintenance program
- Install fleet maintenance software
- Put Vehicle Parts supplier out to bid

FY 22 Measurements

- Percentage of total service events (excluding accidents) that are preventative maintenance service events – Target = 60%
- Put Vehicle Parts supplier out to bid – Target = Yes

Results - FY 21 Objectives

- Reduce the number of unscheduled repairs by scheduling a minimum of 100 preventative maintenance events per year. - **TBD**
- Implement fleet management software – **Deferred to FY 22**
- Request formal competitive bids for parts supplier – **Deferred to FY 22**
- Remove abandoned gasoline storage tank - **Done**

Results - FY 21 Measurements

- Ratio of preventative maintenance events to total repairs (excluding accidents) – Target = 60% preventative maintenance - **TBD**
- Parts supplier competitive bid process – Target = Yes – **Deferred to FY 22**

Public Works - Vehicle Maintenance

49		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
541120	Salaries-Regular	116,508	135,395	127,461	(7,934)	158,917	31,456
541140	Salaries - Overtime	123	-	2,500	2,500	800	(1,700)
	Total Salaries	116,631	135,395	129,961	(5,434)	159,717	29,756
	Benefits						
541210	FICA	8,749	10,892	9,940	(952)	12,219	2,279
541220	Retirement	10,741	14,545	12,996	(1,548)	17,281	4,285
541230	Life And Health Insurance	13,796	16,782	14,834	(1,948)	22,425	7,591
541240	Workers Comp	-	-	-	-	-	-
	Total Benefits	33,286	42,218	37,770	(4,448)	51,925	14,155
	Total Compensation	149,917	177,613	167,731	(9,882)	211,642	43,911
	Operating Expense						
541340	Other Contracted Services	75,189	110,000	98,591	(11,409)	38,800	(59,791)
541341	Uniform Rental/Laundry	120	1,986	1,986	-	1,986	-
541440	Rentals & Leases	252	500	500	-	1,000	500
541450	Gas, Oil, Grease	198,349	280,000	279,700	(300)	302,500	22,800
541466	Vehicle Repair - Accidents	-	-	-	-	28,000	28,000
541520	Operating Expense	43	-	-	-	2,000	2,000
541542	Parts & Repairs	66,330	75,000	57,564	(17,436)	55,000	(2,564)
541543	Tires & Wheels	9,559	30,000	11,284	(18,716)	10,000	(1,284)
541550	Small Tools & Supplies	790	5,000	1,000	(4,000)	1,000	-
	Total Operating Expense	350,632	502,486	450,625	(51,861)	440,286	(10,339)
	Capital						
541640	Machinery & Equipment	3,000	-	-	-	-	-
541642	Computer Equipment	-	-	-	-	1,300	1,300
	Total Capital	3,000	-	-	-	1,300	1,300
	Total Expense	503,549	680,099	618,356	(61,743)	653,228	34,872

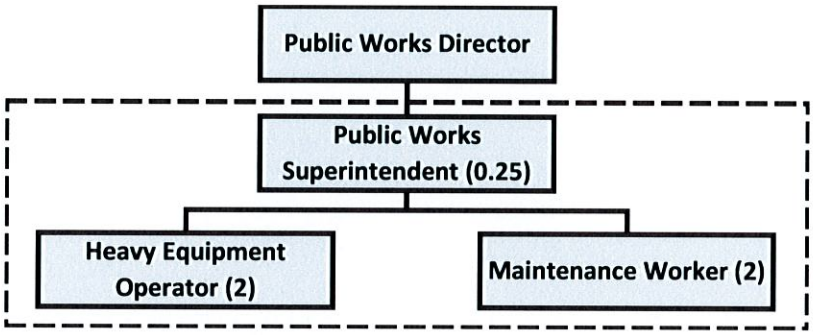
Public Works – Vehicle Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Contracted Services	Vehicle repairs performed by vendors	38,800
Uniform Rental / Laundry	Employee uniform rental	1,986
Rentals & Leases	Miscellaneous	1,000
Gas, Oil, Grease	Gasoline	302,500
	Oil / Other	2,500
	Total	**302,500**
Vehicle Repair - Accidents	Separate account for repairs related to accidents	28,000
Operating Expense	Miscellaneous minor expense	2,000
Parts	Parts required for repairs performed by City staff	55,000
Tires & Wheels	Replacement tires	10,000
Small Tools & Supplies	Miscellaneous	1,000
Computer	For Fleet Administrative Assistant	1,300

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 in support of City Beautification Program

Commission Priorities - Beautification

Current Year Accomplishments

- Increased staffing for collection of illegal dumping to one full-time-equivalent.
- Implemented Vice Mayor recommend program to incentivize resident reporting of illegal dumping leading to the apprehension of illegal dumpers.
- Installation of high intensity streetlights (Streets Division) to deter illegal dumping, among other purposes.
- Discussed with FPL their program of surveillance equipment network on their light poles but no further action since preliminary cost assessment was unaffordable.
- Received permission to participate in County program to waive tipping fees for disposition of illegal dumping, freeing up funding for more aggressive illegal dumping collection.

FY 22 Objectives

- Collection staffing increased by additional person to double time available for collection of illegal dumping
- Improved response time for reports of illegal dumping through utilization of new City reporting technology (SeeClickFix), including tracking of results for reporting purposes.
- Continued promotion of program to motivate residents to report illegal dumping leading to the apprehension of illegal dumpers.
- Installation of two cameras in areas of significant illegal dumping to identify illegal dumpers.
- Continued participation in County program waiving tipping fees for disposition of illegal dumping.

FY 22 Measurements

- Tons of illegal dumped trash collected – Target – 5,000 tons

FY 21 Objectives Results

- 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 - **Done**
- Recommend proposing to the County modification of the memorandum of understanding (MOU) with the County in regard to responsibilities for collecting trash – **Partially done, resulting in County assuming greater responsibilities in collection of illegal dumping.**
- Work with other City departments to periodically deploy unannounced large enforcement teams covering the entire City to identify and cite illegal dumpers. – **Not Done**
- Deploy cameras at strategic locations to identify illegal dumpers – **Deferred to FY 22**

FY 21 Measurements Results

- Tons collected – Target = 3,500 tons – **670 tons through July 7, 2021**
- Illegal dumpers cited – Target = 5 – **None**

Public Works - Illegal Dumping Removal

50		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
541120	Salaries-Regular	-	36,018	35,535	(483)	135,847	100,312
541140	Salaries - Overtime	-	-	5,000	5,000	2,000	(3,000)
	Total Salaries	-	36,018	40,535	4,517	137,847	97,312
	Benefits						
541210	FICA	-	2,755	3,101	346	10,546	7,445
541220	Retirement	-	3,602	4,054	452	14,915	10,862
541230	Life And Health Insurance	-	5,974	2,854	(3,120)	21,524	18,670
541240	Workers Comp	-	-	-	-	-	-
	Total Benefits	-	12,331	10,009	(2,322)	46,985	36,977
	Total Compensation	-	48,349	50,544	2,195	184,832	134,289
	Operating Expense						
534340	Other Contracted Services	-	50,000	50,000	-	-	(50,000)
534341	Uniform Rental/Laundry	-	-	-	-	1,000	1,000
534431	Solid Waste Disposal	50,214	-	-	-	-	-
534493	General Expense	-	10,000	-	(10,000)	20,000	20,000
541431	Tipping Fees/Disposal	-	78,537	20,000	(58,537)	10,000	(10,000)
	Total Operating Expense	50,214	138,537	70,000	(68,537)	31,000	(39,000)
	Total Expense	50,214	186,886	120,544	(66,342)	215,832	95,289

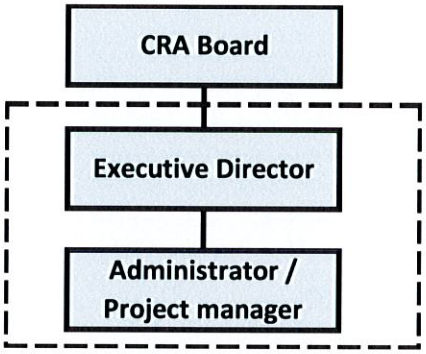
Public Works – Illegal Dumping Removal - Footnote Detail

Account Name	Footnote Detail	Proposed Budget
Uniform Rental/Laundry	Uniform rental for staff	1,000
General Expense	Reward money for residents reporting illegal dumping leading to apprehension of illegal dumper	20,000
Tipping fee	Dumping fees for illegal dumping not qualifying for County waiving of tipping fees for illegal dumping disposal	10,000

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.

Commission Priorities – Beautification, Parks

Current Year Accomplishments

- Facade program with five participants
- 50% funding of Parks & Recreation master plan development
- $50,000 funding of Parks amenities in CRA area

FY 22 Objectives

- Hire Executive Director and Staff person
- Invest in Marketing and Special Events with creation of events calendar and creation of new CRA website
- Invest in City streetscapes to enhance aesthetics
- Partial funding of Parks fence project
- Partial funding of for renovation of historic City properties
- $100,000 funding of Parks amenities in CRA area

Other Current Year Accomplishments

- Initiated Downtown Master Plan
- Conducted workshop to stimulate creativity in regard to future CRA opportunities
- Approved MOU between City and CRA
- Initiated process to clearly define finances and Tax Increment Financing (TIF) responsibilities between City and CRA
- Developed CRA logo for branding purposes

FY 22 Objectives

- Completion of Downtown Master Plan
- Joint initiative in developing stand-alone zoning district for Downtown/TownCenter and creating a Tech District in the North Industrial area of the City
- Presentation of proposed site plans for #P/JVP development opportunities
- Evaluate creation of Downtown Opa-locka Historic District
- Initiate a City/CRA application for the Main Street Program
- Review and reevaluate Impact Fees in regard to elderly, affordable and veterans as an incentive for Mixed Use or Residential Development opportunities.
- Review and evaluate parking requirements for Mixed-Use/Residential Development for transit oriented development (TOD), elderly affordable and veteran related projects.
- Seek grants for CRA projects.
- Update, including possible expansion, of the 2010 CRA Redevelopment Plan

FY 22 Measurements

- To be provided

Results - FY 21 Objectives

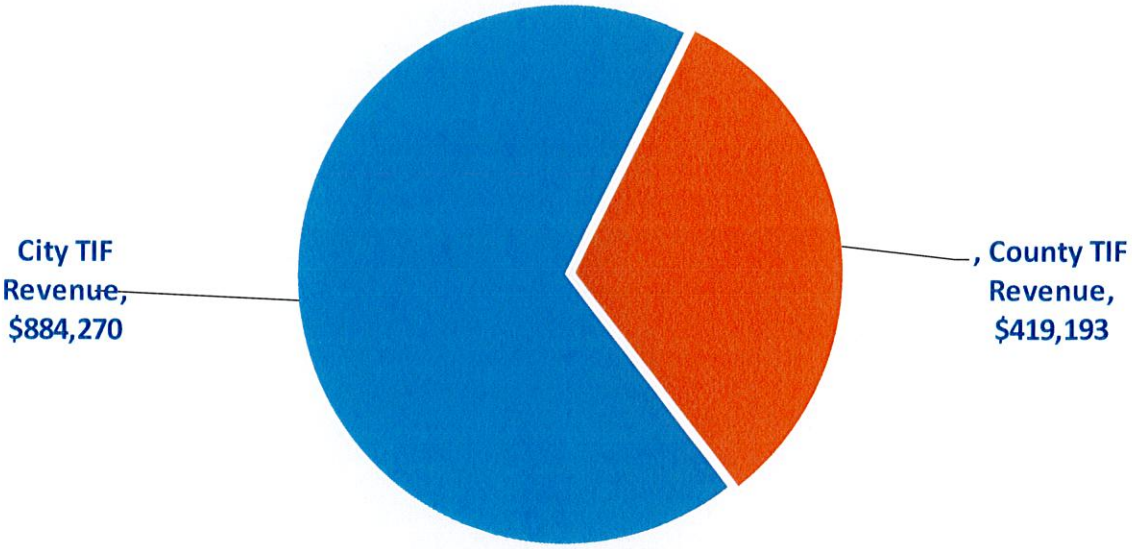
- Completion of a downtown masterplan to provide clear development guidance for those interested in investing in the City – **To be completed in Fall, 2021**
- Renew façade program to further enhance commercial / industrial area appearance. - **Ongoing**
- Implement a streetscape program to enhance City appearance and canopy coverage – **Deferred to FY 22**
- Update CRA Redevelopment Plan by updating projects to be undertaken, including possibly increasing the size of the Community Redevelopment Area. – **Deferred to FY 22**
- Obtain CDBG funds **– Not Done**
- Obtain Brownfield mitigation funds**– Not Done**
- Development of Taqnia Innovation District in the Opa-locka North Industrial District to incubate an area focused on the technology industry. - **Topic for August workshop**
- Development of the Opa-locka Moorish Cultural Arts and Entertainment District – **Not Done**
- Make a determination as to whether two lakefront acres of Ingram Park should be rezoned for residential development - **Topic for August workshop**
- Enhance City parks amenities - **Done**
- Reduction of upfront development fees to incentivize development - **Deferred**
- Reduction of parking requirements to incentivize development - **Deferred**
- Completion of CRA Policies and Procedures manual – **Working on amendments to By-Laws**

Results – FY 21 Measurements

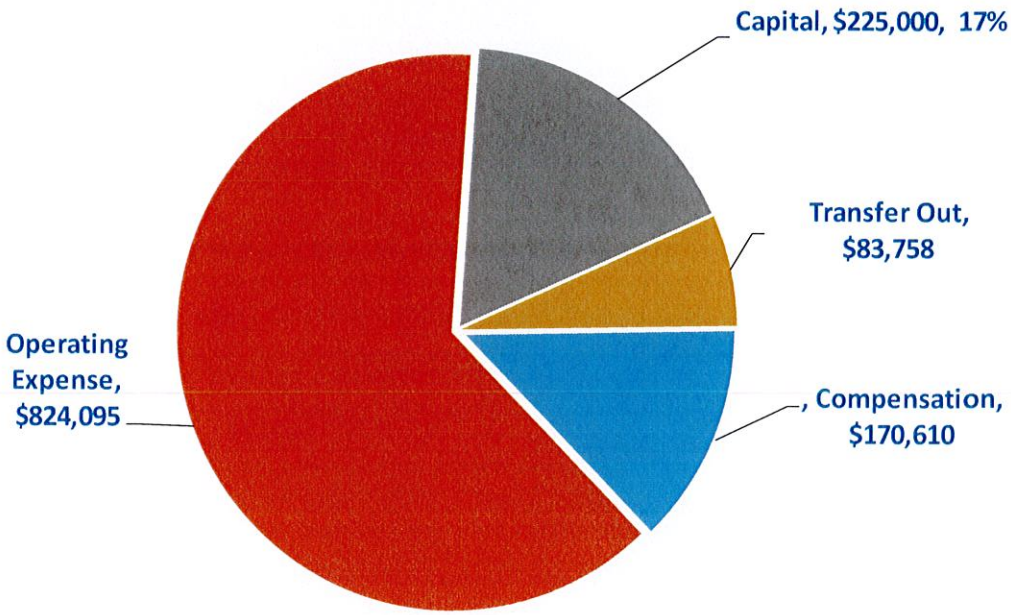
- Release RFP for consultant to update CRA Redevelopment Plan issued by December,2020 – Target = Yes – **Not Done**
- Complete CRA Policies and Procedures manual for adoption by December, 2020 – Target = Yes – **Work In Progress**
- Complete downtown master plan – Target = Yes – **Approaching completion**

CRA Funding & Expense

CRA Revenue - $1.3M



CRA Expenditure - $1.3M



Community Redevelopment Agency (CRA) - Summary

		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Funding						
180	**Revenue**						
311110	CRA Ad Val Tax - City	501,826	712,555	712,555	-	884,270	171,714
311120	CRA Ad Val Tax - County	232,466	334,355	334,355	-	419,193	84,838
	Total Revenue	734,292	1,046,910	1,046,910	-	1,303,462	256,552
	Expense						
	Salary	38,115	22,474	23,069	595	136,075	113,006
	Benefits	9,026	7,298	7,114	(184)	34,535	27,421
	Total Compensation	47,141	29,772	30,183	411	170,610	140,427
	Operating Expense	32,578	499,758	221,740	(278,018)	824,095	602,355
	Other Uses	-	200,000	50,000	(150,000)	-	(50,000)
	Capital	-	300,000	50,000	(250,000)	225,000	175,000
	Total Expense Ex Trans Out	79,719	1,029,530	351,923	(677,607)	1,219,705	867,781
	Transfer Out	358,839	17,381	19,522	2,142	83,758	64,235
	Total Expense	438,558	1,046,911	371,446	(675,465)	1,303,463	932,017
	(Use Of)/Add To Fund Balanc	295,734	-	675,465	675,465	-	(675,465)
	Fund Balance - Unassigned						
	Beginning	779,900	1,075,634	1,075,634	-	1,751,099	675,465
	(Use Of)/Add To Fund Balance	295,734	-	675,465	675,465	-	(675,465)
	Ending	1,075,634	1,075,634	1,751,099	675,451	1,751,099	-

Community Redevelopment Agency (CRA) - Expense

77		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
515110	Salaries - Executive	14,776	8,583	8,592	9	90,445	81,853
515120	Salaries - Regular	23,339	13,891	14,477	586	45,630	31,153
	Total Salaries	38,115	22,474	23,069	595	136,075	113,006
	Benefits						
515210	FICA	3,209	1,719	1,766	47	10,410	8,644
515220	Retirement	2,057	2,247	2,307	60	14,723	12,416
515230	Life And Health Insurance	3,760	3,331	3,041	(290)	9,401	6,360
	Total Benefits	9,026	7,298	7,114	(184)	34,535	27,421
	Total Compensation	47,141	29,772	30,183	411	170,610	140,427
	Operating Expense						
515312	Other Professional Services	-	219,000	214,000	(5,000)	149,000	(65,000)
515320	Accounting & Auditing	5,000	5,000	2,500	(2,500)	20,000	17,500
515340	Other Contracted Services	27,070	-	-	-	-	-
515341	State & County Admin	508	7,865	5,240	(2,625)	6,513	1,273
515400	Travel	-	-	-	-	5,000	5,000
515480	Promotional Activiites (Marketing)	-	-	-	-	50,000	50,000
515492	Advertising	-	6,000	-	(6,000)	7,500	7,500
5154493	General Expense	-	-	-	-	500,000	500,000
515540	Pubs/Subs/Memberships	-	-	-	-	2,500	2,500
515541	Education	-	-	-	-	2,000	2,000
515543	Trust Account	-	261,893	-	(261,893)	81,582	81,582
	Total Operating Expense	32,578	499,758	221,740	(278,018)	824,095	602,355
	Capital						
515601	Streetscape	-	250,000	-	(250,000)	75,000	75,000
515602	Park Amenities	-	50,000	50,000	-	100,000	50,000
515603	Historic Preservation	-	-	-	-	50,000	50,000
	Total Capital	-	300,000	50,000	(250,000)	225,000	175,000
	Total Expense Ex Transfer Out	79,719	829,530	301,923	(527,607)	1,219,705	917,781
	Transfer Out						
581440	Reimbursement - Water & Sewer	344,972	-	-	-	-	-
515391	Reimbursement - Gen Fund	4,848	5,782	5,430	(352)	7,762	2,332
515441	Information Tech Charge	1,630	1,790	1,776	(14)	3,586	1,810
515442	Insurance Charge - Risk	4,550	5,659	6,164	505	6,970	806
515448	Occupany - TCO	2,839	4,150	6,152	2,002	5,440	(713)
515920	Transfer To Safe Neighborhood	-	-	-	-	60,000	60,000
	Total Transfer Out	358,839	17,381	19,522	2,142	83,758	64,235
	Total Expense	438,558	846,911	321,446	(525,465)	1,303,463	982,017

Community Redevelopment Agency (CRA) - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Legal Services	24,000
	Parks Masterplan (50%)	75,000
	Minutes Processing	10,000
	Consulting Services	40,000
	Total	**149,000**
Accounting & Auditing	Two audits	20,000
State & County Administrative Fee	State – Dept of Economic Opportunity (DEO) fee	225
	County – 1.5% of County TIF contribution fee	6,288
	Total	**6,513**
Travel	Travel to education sites, conferences, other	5,000
Promotion	Marketing & Special Events	50,000
Advertising	Required Meeting Advertising	7,500
General Expense	Development Incentives	500,000
Pubs/Subs/Memberships	Membership – Florida Redevelopment Association (FPA)	2,500
Education	FPA Conference (2)	2,000
Trust Account	Current Year TIF Revenue Not Allocated To Expenditures	81,582
Streetscape	Enhancements to roadway aesthetics	75,000
Park Amenities	Investment in parks infrastructure in the CRA area	100,000
Historic Preservation	Support of Renovation of Historic Buildings In Community	50,000
General Fund Charge	Reimbursement for City G&A services	7,762
Information Tech Charges	Payment to Information Technology fund for IT services	3,586
Risk Management Charges	Payment to Risk Management fund for insurance coverage	6,970
Town Center Occupancy	Payment for CRA staff occupancy in Town Center	5,440
Transfer To Safe Neighborhood	Contribution to installation of Parks fences	60,000

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.

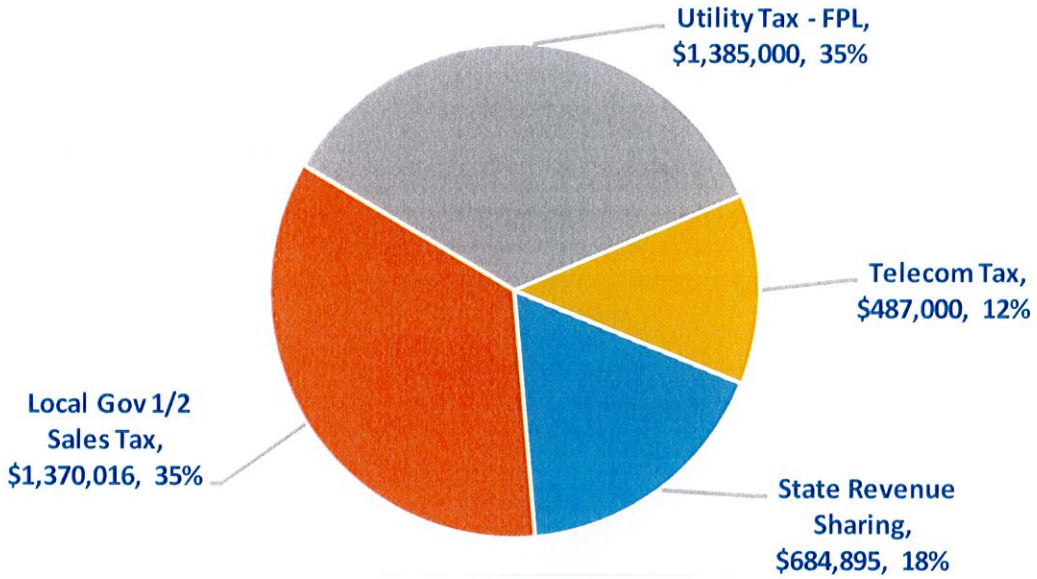
Current Year Accomplishments – Forecasted to provide $2.7 million to the General Fund as surplus pledge funds above what was required to cover current year debt service.

FY 22 Objectives – NA – This is an administrative fund with no operational responsibilities.

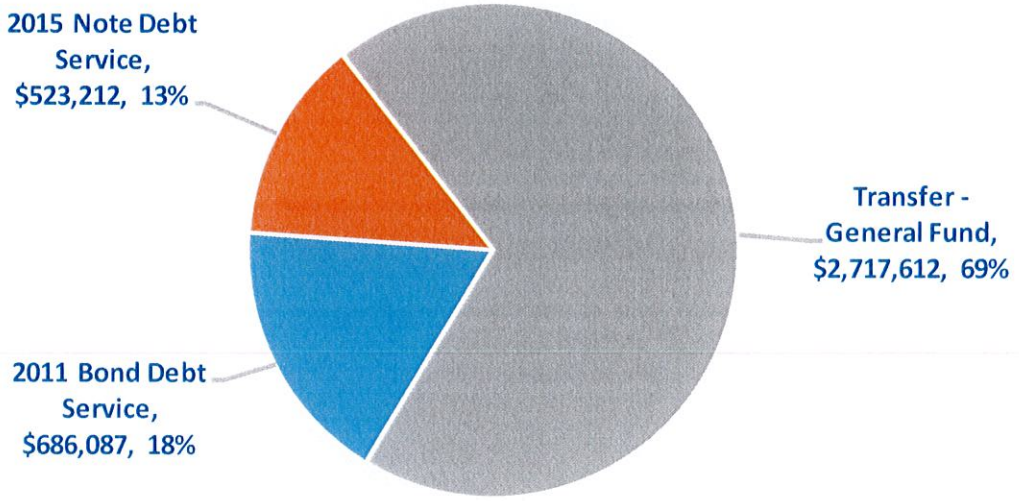
Measurements – NA – This is an administrative fund with no operational responsibilities.

Debt Service Revenue & Expense

Debt Service Revenue - $3.9M



Debt Service Expenditure - $3.9M



Debt Service - Summary

		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Funding						
230	**Revenue**						
	FY 11 Bond-Related Revenue						
335120	State Revenue Sharing	722,709	580,383	626,653	46,270	684,895	58,242
335180	Local Gov 1/2 Sales Tax	1,469,195	1,210,253	1,250,000	39,747	1,370,016	120,016
	Total FY 11 Bond-Related Revenu	2,191,904	1,790,636	1,876,653	86,017	2,054,911	178,258
	FY 15 Note-Related Revenue						
314100	Utility Tax - FPL	1,407,572	796,221	1,346,452	550,231	1,385,000	38,548
314500	Telecom Tax	445,898	425,000	487,633	62,633	487,000	(633)
	Total FY 15 Note-Related Revenu	1,853,470	1,221,221	1,834,085	612,864	1,872,000	37,915
	Total Revenue	4,045,374	3,011,857	3,710,738	698,881	3,926,911	216,173
83	**Expenditure**						
	Debt Service						
	FY 11 Bond						
513710	Bond Principal	545,000	564,000	564,000	-	583,000	19,000
513720	Bond Interest	141,635	122,684	122,684	-	103,087	(19,597)
	Total Debt Service - FY 11 Bond	686,635	686,684	686,684	-	686,087	(597)
	FY 15 Note						
513711	2015 Bond Principal	2,808,613	260,452	260,452	-	343,775	83,323
513721	2015 Bond Interest	270,384	262,761	262,761	-	179,437	(83,324)
	Total Debt Service - FY 15 Note	3,078,997	523,213	523,213	-	523,212	(1)
	Total Debt Service	3,765,632	1,209,897	1,209,897	-	1,209,299	(598)
	Total Expense Ex Transfer Out	3,765,632	1,209,897	1,209,897	-	1,209,299	(598)
	Transfer Out						
513910	Transfer Out - Surplus To Gen Fund	3,730,138	1,801,960	2,500,841	698,881	2,717,612	216,771
	Total Transfer Out	3,730,138	1,801,960	2,500,841	698,881	2,717,612	216,771
	Total Expense	7,495,770	3,011,857	3,710,738	698,881	3,926,911	216,173
	(Use Of)/Add To Fund Balance	(3,450,396)	-	-	-	-	-
	Fund Balance - Restricted						
	Beginning	5,134,686	1,684,290	1,684,290	1,684,290	1,684,290	800,000
	(Use Of)/Add To Fund Balance	(3,450,396)	-	-	-	-	-
	Ending	1,684,290	1,684,290	1,684,290	1,684,290	1,684,290	800,000

Debt Service - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
FY 11 Bond Debt Service - Principal	Principal payment on FY 11 bond issued to refund FY 94 bond and to finance capital improvement	583,000
FY 11 Bond Debt Service - Interest	Interest payment on FY 11 bond	103,087
FY 15 Note Debt Service - Principal	Principal payment on FY 15 note issued to refund FY 14 bond and to purchase 780 Fisherman Street	343,775
FY 15 Note Debt Service - Interest	Interest payment on FY 15 note	179,437
Transfer Out To General Fund	Funds transferred to the General Fund which are the surplus funds remaining from the pledged funds (State Revenue Sharing and sales tax) after the annual debt service is paid	2,717,612

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.

Commission Priorities – Beautification, Parks & Recreation, Infrastructure

Current Year Accomplishments

- Restoration of 2105 Ali Baba, with significant improvement in appearance
- Ingram Park lighting and restroom project completed
- Temporary Cairo Lane resurfacing to mitigate current problems

FY 22 Objectives

- New fences at five City parks for security and beautification
- Initiate construction of Cairo Lane project (roadway portion in Safe Neighborhood Fund)

Other Current Year Accomplishments

- Condition assessment for Historic City Hall completed
- Feasibility / condition assessment for Historic Fire Station and former HR building completed

Other FY 22 Objectives

- Initiate Historic City Hall restoration project
- Initiate Historic Fire Station restoration project
- Initiate Police station relocation project
- Identification of additional sources of funding for Historic City Hall and Fire Station projects
- Install 2.7 miles of sidewalks
- Complete roadway portion of Pump Station #4 relocation

FY 22 Measurements

- Installation of sidewalks – Target = 2.7 miles
- Identification of additional funding for Historic City Hall project – Target = Yes
- Identification of additional funding for Historic Fire Station project – Target = Yes

Results - FY 21 Objectives

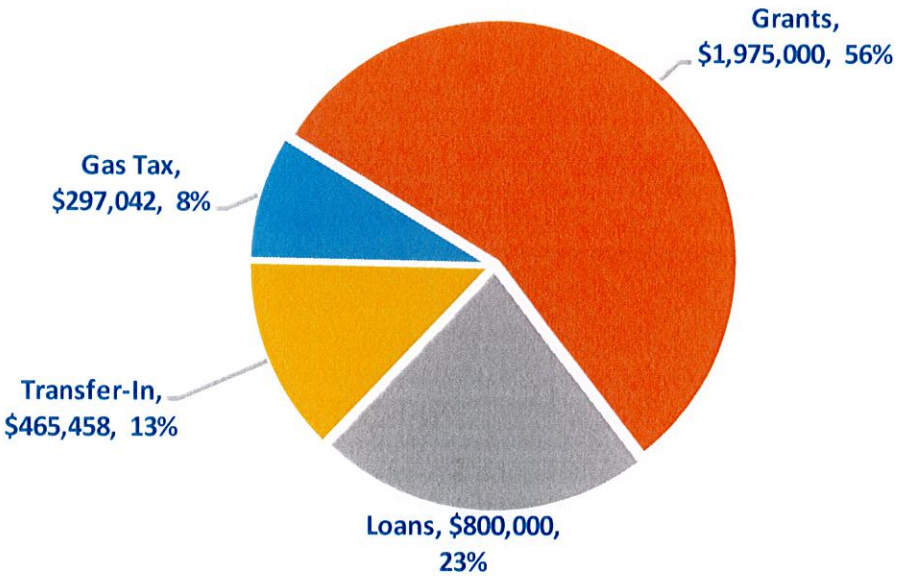
- Three lane-miles of roadway restoration. - **Done**
- Identify additional sources of funding for restoration of the Opa-locka Historic City Hall – **Possible source identified but not confirmed**

Results - FY 21Measurements

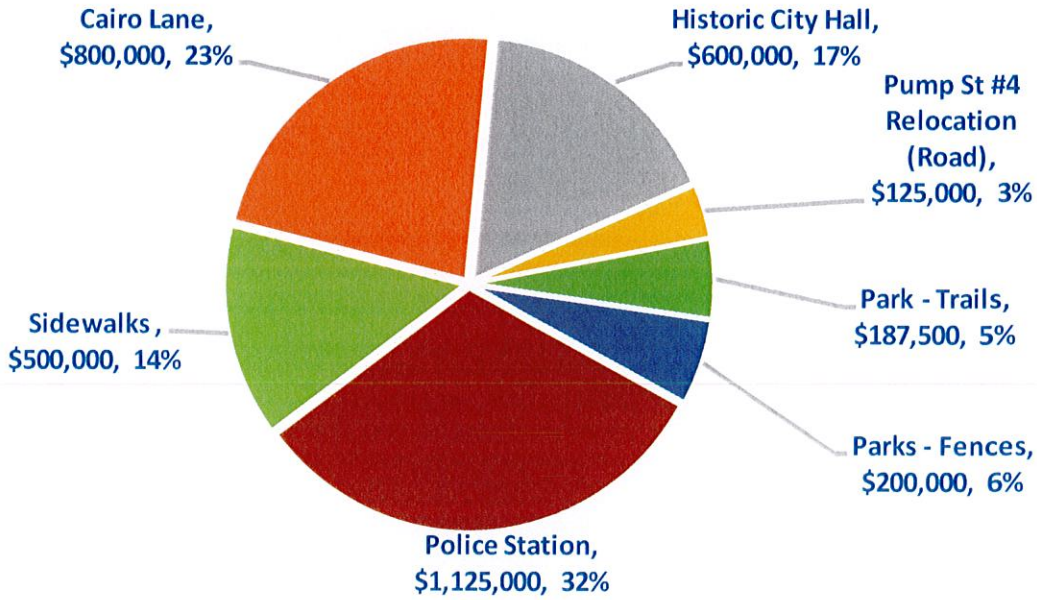
- Cost per lane-mile – Target = Less than $65,000 - **Yes**
- Identification of additional sources of funding for restoration of the Opa-locka Historic City Hall – Target = Yes – **Potential source of funding identified**

Safe Neighborhood CIP Revenue & Expense

Safe Neighborhood CIP Funding - $3.5M



Safe Neighborhood CIP Expenditure - $3.5M



Safe Neighborhood Fund - Summary

		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
320	**Revenue**						
312405	Gas Tax - Local Option (1-6)	227,928	231,597	198,000	(33,597)	214,939	16,939
312410	Gas Tax - Local Option (1-5)	85,842	47,698	73,000	25,302	82,103	9,103
	Total Revenue - Ex Grants	313,770	279,295	271,000	(8,295)	1,097,042	826,042
	Grants						
331696	SN CIP Grant-CDBG AL (MDC/C	-	244,635	244,635	-	-	(244,635)
331698	CDBG (MDC/PHCD)	-	179,335	179,335	-	-	(179,335)
331694	GOB Grant - Historic City Hall	-	-	-	-	600,000	600,000
334700	Grants	-	12,000	12,000	-	-	(12,000)
	Grants - Trails	-	-	-	-	150,000	150,000
	State Grant - Park Fences	-	-	-	-	100,000	100,000
	State Grant - Police Station	-	-	-	-	1,125,000	1,125,000
334733	SN CIP Grant-SFRTA	974	-	-	-	-	-
	Total Grants	974	435,970	435,970	-	1,975,000	1,539,030
	Total Revenue	314,744	715,265	706,970	(8,295)	3,072,042	2,365,072
	Transfer-In						
381001	From General Fund	6,051	460,515	817,802	357,287	405,458	(412,344)
381180	From CRA Fund	-	-	-	-	60,000	60,000
	Total Transfer-In	6,051	460,515	817,802	357,287	465,458	(352,344)
	Total Funding	320,795	1,175,780	1,524,772	348,992	3,537,500	2,012,728
44	**Expense**						
	Capital						
	Total Capital	320,795	1,175,780	1,524,772	348,992	3,537,500	2,012,728
	Total Expense	320,795	1,175,780	1,524,772	348,992	3,537,500	2,012,728
	(Use of)/Add To Fund Balanc	-	-	-	-	-	-
	Fund Balance - Unassigned						
	Opening	156,462	156,462	156,462	-	156,462	-
	(Use Of)/Add To Fund Balance	-	-	-	-	-	-
	Closing	156,462	156,462	156,462	-	156,462	-

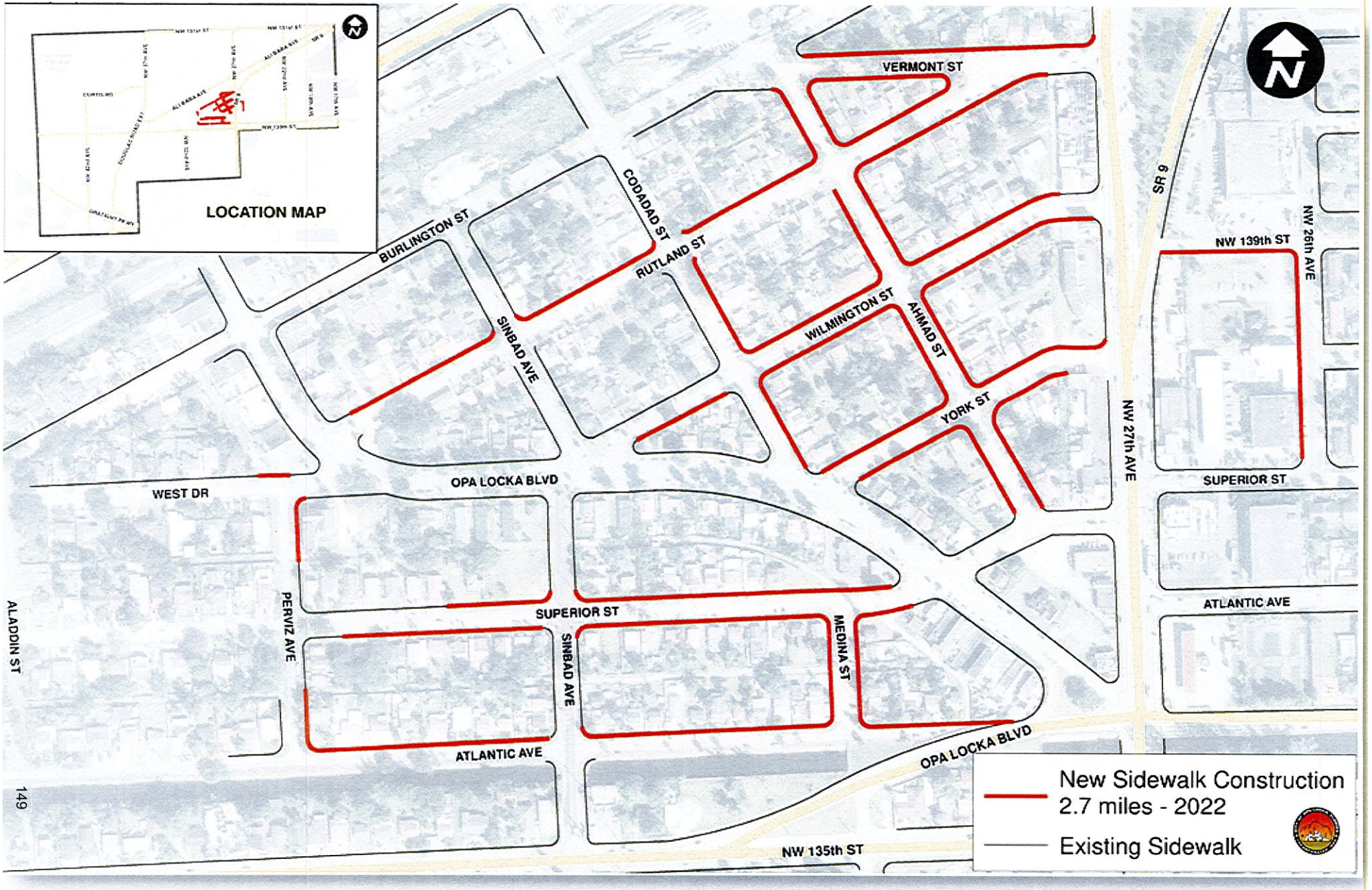
Safe Neighborhood Fund - Capital Expenditure

		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
44	**Expense**						
	Capital						
541800	Resurfacing Improvements	93,680	279,295	279,295	-	-	(279,295)
541801	Sidewalks	-	-	-	-	500,000	500,000
541811	Ingram Park	-	410,000	410,000	-	-	(410,000)
541818	2105 Ali-Baba Improvements	227,115	281,635	281,635	-	-	(281,635)
541820	Cairo Lane	-	-	328,000	328,000	800,000	472,000
541823	Historic City Hall	-	43,350	43,350	-	600,000	556,650
541xxx	Fire House/HR Bldg Assessment	-	121,500	121,500	-	-	(121,500)
	PS 4 Relocation (Road Part)	-	-	33,000	33,000	125,000	92,000
	Park - Trails	-	-	-	-	187,500	187,500
	Parks - Fences	-	-	-	-	200,000	200,000
	Police Station	-	-	-	-	1,125,000	1,125,000
543638	Road Improvement - Drainage -	-	40,000	27,992	(12,008)	-	(27,992)
	Total Capital	320,795	1,175,780	1,524,772	348,992	3,537,500	2,012,728

Safe Neighborhood CIP - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Sidewalks	See Governmental Funds CIP Section	500,000
Cairo Lane (Road Portion)	See Governmental Funds CIP Section	800,000
Historic City Hall	See Governmental Funds CIP Section	600,000
Historic Fire Station	See Governmental Funds CIP Section	250,000
Pump St #4 Relocation (Road Portion)	See Governmental Funds CIP Section	125,000
Parks – Trails	See Governmental Funds CIP Section	187,500
Parks – Fences	See Governmental Funds CIP Section	200,000
Police Station	See Governmental Funds CIP Section	1,125,000

SIDEWALK CONSTRUCTION
2022



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

- Operated community bus program
- 18 lane-miles of roadway resurfacing
- 5 miles of sidewalks installed.

FY 22 Objectives

- Implement second, larger community bus route funded by the County Citizen's Independent Transportation Trust Fund (CITT) and a Florida Department of Transportation (FDOT) grant.
- 3 lane-miles of roadway resurfacing

FY 22 Measurements

- Line-miles of resurfacing – Target = 3 lane-miles

Results - FY 21 Objectives

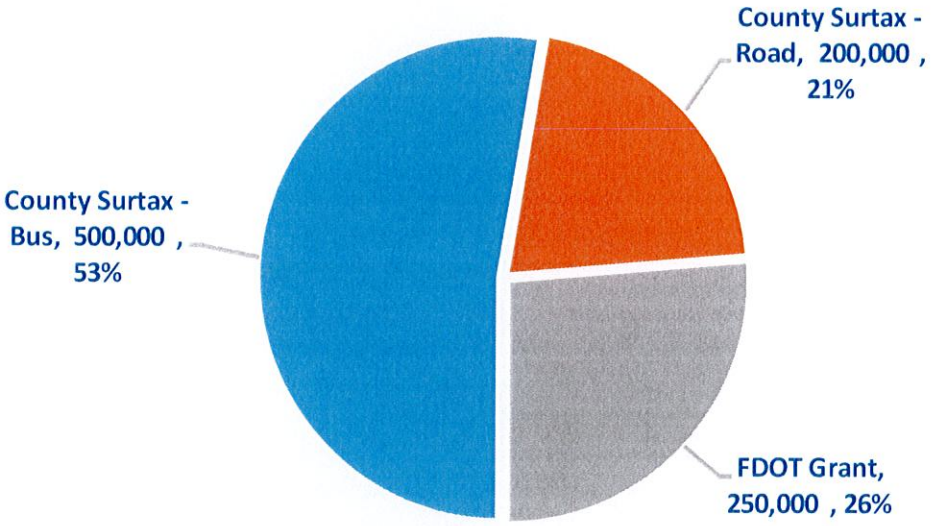
- Implement second, larger community bus route funded by County CITT funds and requested Federal Department of Transportation (FDOT) grant. Will be brought into the FY 21 budget as a budget amendment at such time that funding is confirmed. – **FY 22**
- Support completion of Cairo Lane project with $800,000 for roadway portion of project – **To be funded from Safe neighborhood Fund in FY 22**
- Approximately 6 lane-miles of roadway restoration - **Done**
- Approximately 2.0 miles of new sidewalk - **Done**

Results - FY 21 Measurements

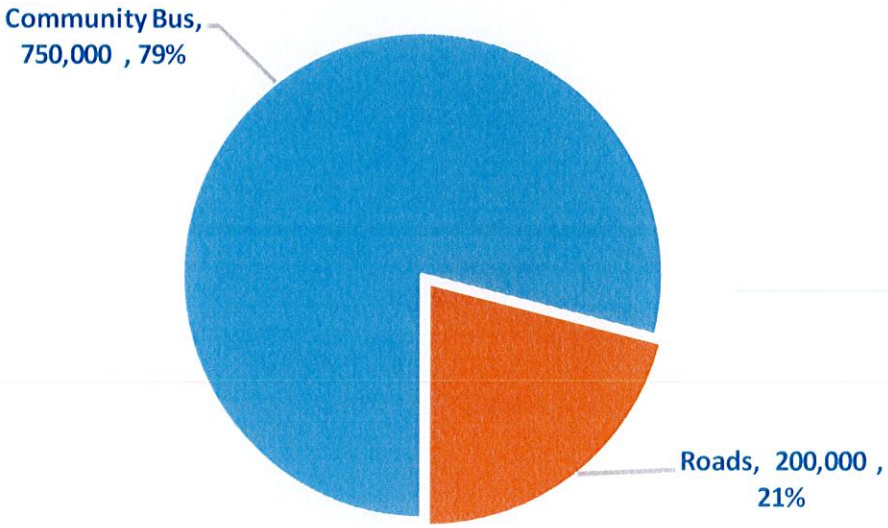
- Implementation of second community bus route – Target = Yes – **Deferred to FY 22**
- Community bus ridership (current route) – Target = ? – **Not Available**
- Cost per lane-mile – Target = Less than $65,000 per lane mile - **TBD**
- Cost per sidewalk-mile – Target = Less than $130,000 per sidewalk-mile - **TBD**

People's Transportation Plan Revenue & Expense

People's Trans Plan Funding - $950,000



People's Trans Plan Expenditure - $950,000



People's Transportation Plan - Summary

		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
176	**Revenue**						
334950	PTT - Bus	211,404	200,000	215,000	15,000	500,000	285,000
334951	PTT - Roads	-	838,140	833,140	(5,000)	200,000	(633,140)
	FDOT Grant	-	-	-	-	250,000	250,000
381001	Transfer In (General Fund)	-	900,000	-	(900,000)	-	-
	Total Funding	211,404	1,938,140	1,048,140	(890,000)	950,000	(98,140)
47	**Expense**						
	Operating Expense						
541340	Other Contracted Services	-	1,811,306	1,811,306	-	-	(1,811,306)
541342	Bus Circulator Expense	210,395	210,000	215,000	5,000	750,000	535,000
	Total Operating Expense	210,395	2,021,306	2,026,306	5,000	750,000	(1,276,306)
	Capital						
541630	Roadway	-	-	-	-	200,000	200,000
541820	Cairo Lane	-	800,000	-	(800,000)	-	-
	Total Capital	-	800,000	-	(800,000)	200,000	200,000
	Total Expense	210,395	2,821,306	2,026,306	(795,000)	950,000	(1,076,306)
	(Use Of)/Add To Fund Balar	1,009	(883,166)	(978,166)	(95,000)	-	978,166
	Fund Balance - Unassigned						
	Beginning	1,130,655	1,131,664	1,131,664	-	153,498	(978,166)
	(Use Of)/Add To Fund Balanc	1,009	(883,166)	(978,166)	(95,000)	-	978,166
	Ending	1,131,664	248,498	153,498	(95,000)	153,498	-

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 – Make available supplemental funding to assist Police Department in fulfilling its duties.

Current Year Accomplishments

- Provided funding for acquisition of Police dog
- Provided funding for acquisition of software and consultant services to revise department policies and procedures to incorporate best policing practices
- Provided funding for outfitting new Police vehicles.
- Provided funding for additional radios

FY 22 Objectives

- Provide funding for five non-patrol vehicles.

Special Law Enforcement Fund - Summary

		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
165	**Revenue**						
335210	Law Enforcement Training	2,507	-	1,000	1,000	-	(1,000)
	Total Revenue	2,507	-	1,000	1,000	-	(1,000)
65	**Expense**						
	Operating Expense						
521466	Repair & Maint - Vehicle Equ	28,268	-	-	-	-	-
521493	General Expenses	107	63,500	63,500	-	-	(63,500)
521521	Clothing	77,037	-	-	-	-	-
	Total Operating Expense	105,412	63,500	63,500	-	-	(63,500)
	Capital						
521641	Automative Equipment	-	-	35,000	35,000	-	(35,000)
521643	Communication Equipment	-	12,000	12,000	-	-	(12,000)
521644	Public Safety Equipment	58,746	-	-	-	-	-
521648	Vehicle Lease/Purchase	16,955	30,000	30,000	-	110,000	80,000
	Total Capital	75,701	42,000	77,000	35,000	110,000	33,000
	Total Expense	181,113	105,500	140,500	35,000	110,000	(30,500)
	(Use Of)/Add To Fund Balar	(178,606)	(105,500)	(139,500)	(34,000)	(110,000)	29,500
	Fund Balance - Unassigned						
	Beginning	675,137	675,137	675,137	-	569,637	(105,500)
	(Use Of)/Add To Fund Balanc	(178,606)	(105,500)	(139,500)	(34,000)	(110,000)	29,500
	Ending	496,531	569,637	535,637	(34,000)	459,637	(76,000)

Special Law Enforcement - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Vehicle Purchase	Five unmarked vehicles	110,000

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. Operation of the Town Center, including rental operations is overseen by the Special Assistant to the City Manager.

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.

Commission Priorities – Beautification

Current Year Accomplishment

- Ensured City grounds around Town Center was regularly picked up

FY 22 Objectives

- Paint building
- Continued cleanliness of surrounding City grounds

Other Current Year Accomplishments

- Enhanced emergency generator system to ensure Police Department maintains adequate power availability
- Upgraded fire alarm system to fully conform to Code
- Increased tenant occupancy to 90% of available rental space
- Installed a card key system to increase security.
- Issued an RFP to obtain property management services for the building, but only one proposal received, which was rejected in favor of obtaining a more competitive bid by re-advertising.

Other FY 22 Objectives

- Eliminate or reduce property taxes to only portion of building occupied by for-profit tenants
- Hire a property manager
- Increase occupancy to 100% of available rental space
- Weatherproof building
- Continue sanitization of building in response to ongoing pandemic
- Maintenance responsibility transferred to Building Maintenance Division
- Carpet replacement – Phase I

FY 22 Measurements

- Elimination or reduction of property taxes – Target = Yes
- Hire a property manager – Target = Yes
- Maximize rental occupancy – Target = 100%

Results - FY 21 Objectives

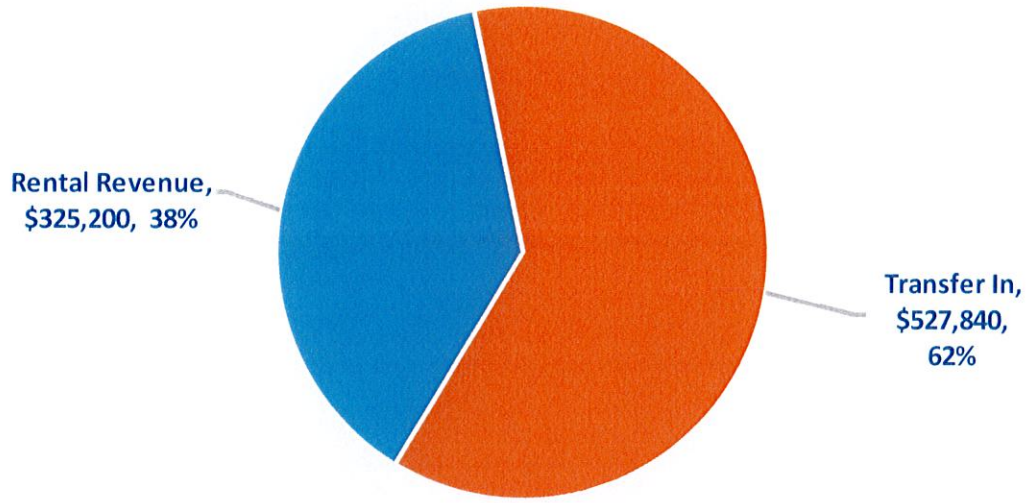
- Hire a property manager to maximize tenant occupancy, resolve tenant issues and otherwise provide guidance in the rental of building offices. – **Initial RFP didn't produce successful results**
- 100% occupancy of rentable offices – **90% achieved**
- Subdivide building into condominiums to be fully recorded with the County by December 31, 2020 to limit building property tax liability to only those units occupied by 'for-profit" tenants – **Alternate approach tried, but unsuccessful.**
- Have an energy audit conducted – **Not done**
- Upgrade of interior conditions to better reflect a positive City of Opa-locka image – **Deferred to FY 22**

Results - FY 21 Measurements

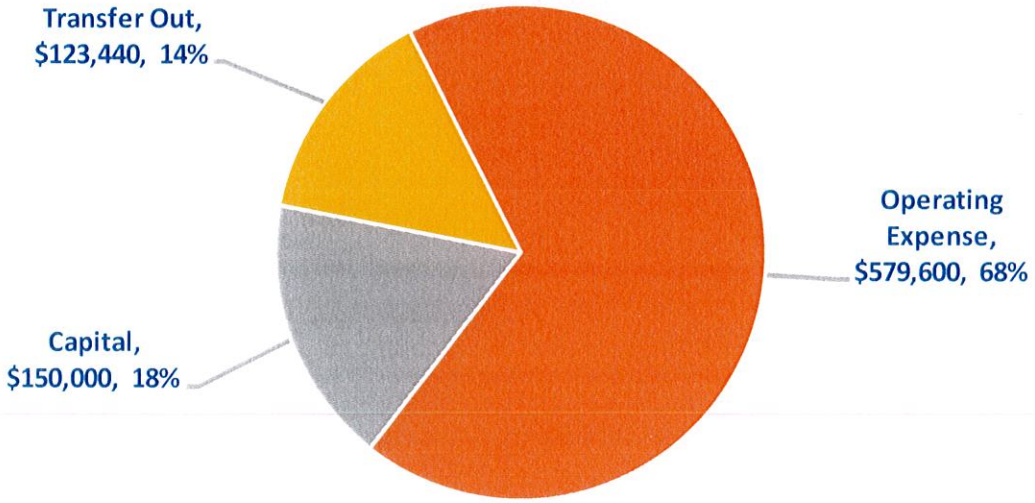
- Occupancy – Target = 90% of available rental square footage - **Achieved**
- Under management of a property manager – Target = 90% of the time – **Not done**
- Sub-divided deeds for all components of the building recorded with the County by December 31, 2020 – **Not done**

Town Center Revenue & Expense

Town Center Funding - $0.9M



Town Center Expenditure - $0.9M



Town Center - Summary

490		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Funding						
	Revenue						
371001	Rent -SF Workforce	14,152	42,456	40,000	(2,456)	41,200	1,200
371005	Rent - Art Academy Of Excellenc	45,756	45,756	43,000	(2,756)	44,000	1,000
371006	Rent - S FL School Of Excellence	132,956	132,956	137,000	4,044	240,000	103,000
	Total Revenue	192,864	221,168	220,000	(1,168)	325,200	105,200
	Transfer-In						
	Total Transfer-In	295,258	669,301	639,831	(29,470)	528,082	(111,748)
	Total Funding	488,122	890,469	859,831	(30,638)	853,282	(6,548)
	Expense						
	Salary	30,517	30,109	21,671	(8,438)	-	(21,671)
	Benefits	2,312	11,264	7,693	(3,571)	-	(7,693)
	Total Compensation	32,829	41,373	29,364	(12,009)	-	(29,364)
	Operating Expense	371,744	709,725	684,577	(25,148)	579,600	(104,977)
	Capital	-	36,000	36,000	-	150,000	114,000
	Total Expense Ex Transfer Ou	404,573	787,098	749,941	(37,157)	729,600	(20,341)
	Transfer Out	83,549	103,370	109,890	6,519	123,682	13,792
	Total Expense	488,122	890,468	859,831	(30,638)	853,282	(6,548)
	Over / (Under)	-	-	-	-	-	-

Town Center - Expense

62		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
519120	Salaries - Regular	30,461	30,109	21,471	(8,638)	-	(21,471)
519140	Salaries - Overtime	56	-	200	200	-	(200)
	Total Salaries	30,517	30,109	21,671	(8,438)	-	(21,671)
	Benefits						
519210	FICA	2,312	2,304	1,657	(647)	-	(1,657)
519220	Retirement	-	3,011	2,167	(844)	-	(2,167)
519230	Life And Health Insurance	-	5,949	3,869	(2,080)	-	(3,869)
	Total Benefits	2,312	11,264	7,693	(3,571)	-	(7,693)
	Total Compensation	32,829	41,373	29,364	(12,009)	-	(29,364)
	Operating Expense						
519312	Other Professional Services	-	25,000	-	(25,000)	25,000	25,000
519340	Other Contracted Services	226,667	357,725	363,430	5,705	223,000	(140,430)
519430	Electric, Gas, Water	88,174	112,000	111,147	(853)	116,600	5,453
519461	Repair & Maintenance - Building	56,723	55,000	55,000	-	57,000	2,000
519494	Real Estate Tax	180	160,000	155,000	(5,000)	158,000	3,000
	Total Operating Expense	371,744	709,725	684,577	(25,148)	579,600	(104,977)
	Capital						
519620	Building Improvements	-	-	-	-	150,000	150,000
519640	Machinery & Equipment	-	36,000	36,000	-	-	(36,000)
	Total Capital	-	36,000	36,000	-	150,000	114,000
	Total Expense Ex Transfer Ou	404,573	787,098	749,941	(37,157)	729,600	(20,341)
	Transfer Out						-
519441	Information Tech Charge	4,075	4,475	4,440	(35)	8,430	3,990
519442	Insurance Charge - Risk	64,814	80,395	87,805	7,409	93,604	5,800
519462	Reimbursement - Administrative	14,660	18,500	17,645	(855)	21,648	4,003
	Total Transfer Out	83,549	103,370	109,890	6,519	123,682	13,792
	Total Expense	488,122	890,468	859,831	(30,638)	853,282	(6,548)

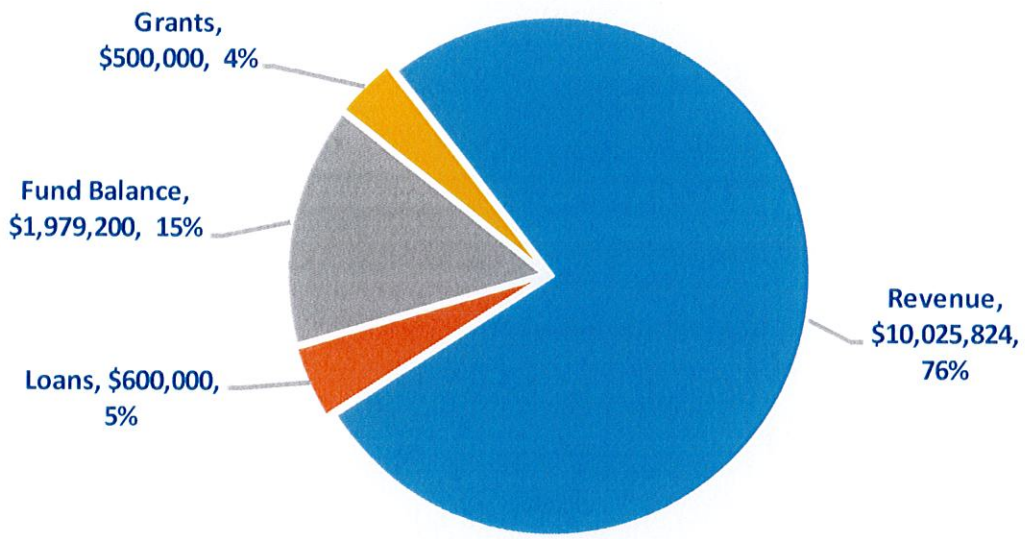
Town Center - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Property Manager	25,000
Other Contracted Services	Security services	138,000
	Janitorial services	63,000
	Elevator maintenance	9,000
	Fire services	3,000
	Other	10,000
	Total	**223,000**
Electric, Gas, Water	Electricity	50,100
	Water	66,000
	Gas	500
	Total	**116,600**
Building Repair & Maintenance	Unplanned repairs	57,000
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.	158,000
Building Improvements	Paint Building	100,000
	Recarpet – Phase I	50,000
	Total	**150,000**
Information Technology Charge	Payment to the Information Technology Internal Service Fund for IT support	8,430
Insurance Charge	Payment to the Risk Management Internal Service Fund for insurance	93,604
Reimbursement - Administrative	Payment to the General Fund for administrative support	21,648

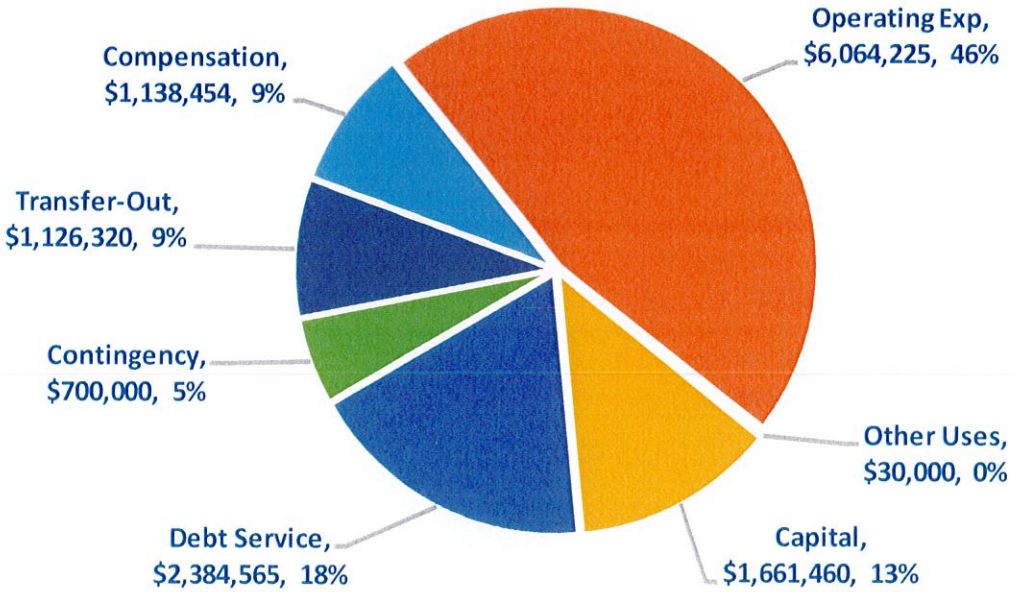
Water Sewer Summary

Water-Sewer Fund Revenue & Expense

Water-Sewer Fund Funding - $13.1M



Water-Sewer Fund Expenditure - $13.1M



Water Sewer Fund - Summary

	FY 20	FY 21			FY 22	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Revenue - Ex Grants	12,110,479	10,568,948	10,047,024	(521,924)	10,025,824	(21,200)
Grants	-	479,934	-	(479,934)	500,000	500,000
Loans	573,874	2,800,966	159,296	(2,641,670)	600,000	440,704
Transfer In	344,972	-	-	-	-	-
Total Funding	13,029,325	13,849,848	10,206,320	(3,643,528)	11,125,824	919,504
Expense						
Salary	570,263	810,326	640,732	(169,594)	841,531	200,799
Benefits	225,434	268,273	195,712	(72,561)	296,923	101,211
Total Compensation	795,697	1,078,599	836,444	(242,155)	1,138,454	302,010
Operating Expense	5,218,035	6,174,125	5,673,229	(500,896)	6,064,225	390,996
Other Uses	-	-	-	-	30,000	30,000
Capital	82,871	4,703,450	1,838,552	(2,864,898)	1,661,460	(177,092)
Debt Service	1,238,321	1,974,565	1,974,565	-	2,384,565	410,000
Contingency	-	189,576	179,576	(10,000)	700,000	520,424
Total Expense Ex Transfer Out	7,334,924	14,120,315	10,502,365	(3,617,950)	11,978,704	1,476,339
Transfer Out	747,563	934,251	936,711	2,460	1,131,041	194,330
Total Expense	8,082,487	15,054,565	11,439,076	(3,615,489)	13,109,745	1,670,669
(Use of)/Add To Working Capital	4,946,838	(1,204,717)	(1,232,755)	(28,038)	(1,983,920)	(751,165)
Working Capital						
Beginning	(1,229,422)	3,717,416	3,717,416	-	2,484,661	(1,232,755)
(Use of)/Add to Working Capital	4,946,838	(1,204,717)	(1,232,755)	(28,038)	(1,983,920)	(751,165)
Ending	3,717,416	2,512,699	2,484,661	(28,038)	500,741	(1,983,920)

Water & Sewer - Revenue

440		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Funding						
	Revenue						
343310	Water Revenue	5,862,303	5,140,608	4,955,182	(185,426)	4,955,182	-
343330	Fire Line Charge	23	1,500	100	(1,400)	100	-
343340	Fire Hydrant Charge	55	-	-	-	-	-
343341	Returned Checks	4,143	1,000	500	(500)	500	-
343342	Returned Check Charge	425	1,000	500	(500)	500	-
343348	New Service Application	500	1,000	200	(800)	200	-
343349	Water Sewer Verification	7,575	2,400	5,000	2,600	5,000	-
343350	Water Service Installation	4,467	6,000	7,000	1,000	6,000	(1,000)
343360	Non-Ad Valorem Fire	-	95,000	92,000	(3,000)	92,150	150
343510	Sewer Revenue	6,217,927	5,303,940	4,951,193	(352,747)	4,951,193	-
369900	Other Miscellaneous Revenu	805	1,000	35,000	34,000	15,000	(20,000)
369901	DERM Revenue Service Fee	2,807	-	-	-	-	-
369902	Excise Tax	(117)	15,000	-	(15,000)	-	-
369904	Insurance Reimbursement	9,131	-	-	-	-	-
369961	Miami-Dade Lien Release	110	250	100	(150)	-	(100)
369962	Opa-locka Lien ReLease	275	250	250	-	-	(250)
	Total Revenue	12,110,479	10,568,948	10,047,024	(521,924)	10,025,824	(21,200)
	Grants						
316900	Federal Grants	-	-	-	-	-	-
334700	State Revolving Fund - Grant	-	479,934	-	(479,934)	-	-
	CDBG	-	-	-	-	500,000	500,000
	Total Grants	-	479,934	-	(479,934)	500,000	500,000
	Total Revenue	12,110,479	11,048,882	10,047,024	(1,001,858)	10,525,824	478,800
	Loans						
384110	State Revolving Loan - Water	573,874	2,800,966	159,296	(2,641,670)	600,000	440,704
	Total Loans	573,874	2,800,966	159,296	(2,641,670)	600,000	440,704
	Total Transfer In						
381180	Transfer In From CRA	344,972	-	-	-	-	-
	Total Transfer In	344,972	-	-	-	-	-
	Total Funding	13,029,325	13,849,848	10,206,320	(3,643,528)	11,125,824	919,504

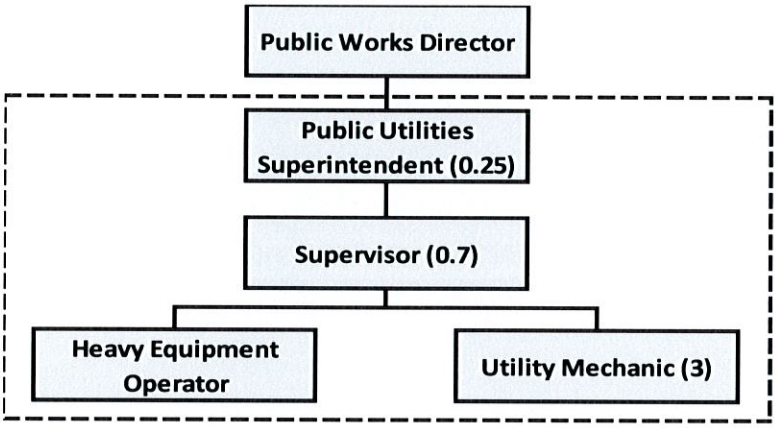
Water-Sewer - Total Expense

	FY 20	FY 21			FY 22	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Executive	105,325	52,702	52,759	57	52,759	-
Regular	460,404	716,521	549,437	(167,084)	778,572	229,135
Part-Time	-	22,253	28,286	6,033	-	(28,286)
Overtime	4,534	18,850	10,250	(8,600)	10,200	(50)
Total Salaries	570,263	810,326	640,732	(169,594)	841,531	200,799
Benefits						
FICA	41,598	62,253	49,017	(13,236)	64,379	15,362
Retirement	64,281	81,397	64,073	(17,324)	91,054	26,980
Life & Health	119,555	124,623	82,621	(42,001)	141,490	58,869
Total Benefits	225,434	268,273	195,712	(72,561)	296,923	101,211
Total Compensation	795,697	1,078,599	836,444	(242,155)	1,138,454	302,010
Operating Expense	5,218,035	6,174,125	5,673,229	(500,896)	6,064,225	390,996
Other Uses	-	-	-	-	30,000	30,000
Capital	82,871	4,703,450	1,838,552	(2,864,898)	1,661,460	(177,092)
Debt Service	1,238,321	1,974,565	1,974,565	-	2,384,565	410,000
Contingency	-	189,576	179,576	(10,000)	700,000	520,424
Total Expense Ex Transfer Out	7,334,924	14,120,315	10,502,365	(3,617,950)	11,978,704	1,476,339
Transfer Out	747,563	934,251	936,711	2,460	1,131,041	194,330
Total Expense	8,082,487	15,054,565	11,439,076	(3,615,489)	13,109,745	1,670,669
Division Expense						
Water	2,023,795	1,951,272	1,621,467	(329,805)	2,000,670	379,203
Wastewater Collection & Trans	3,112,175	4,031,408	3,777,947	(253,461)	3,852,199	74,252
Service Lines	110,092	267,224	191,847	(75,377)	255,205	63,358
Water-Sewer Finance	2,701,570	4,127,264	4,061,157	(66,107)	5,426,790	1,365,633
Water-Sewer CIP	134,855	4,677,398	1,786,658	(2,890,740)	1,574,882	(211,776)
Total - Water Sewer Fund	8,082,487	15,054,565	11,439,076	(3,615,489)	13,109,745	1,670,669

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

- 50 hydrants repairs
- Two major water main breaks repaired.
- Passed annual water quality test and subsequent audit of results
- Passed lead, copper and asbestos quadriennal test
- Ongoing routine maintenance

FY 22 Objectives

- Implement water loss detection system
- Implement program of exercising valves to mitigate possibility of inoperable valves
- Continue to repair leaks to further improve water loss metric.

FY 22 Measurements

- Water Loss – Target = 10%
- Exercise Valves – Target = Yes
- Pass Water Quality Test – Target = Yes

Results - FY 21 Objectives

- Repair / replace one hundred fire hydrants. – **Will be less than 100 for the year**
- Conduct a leak study to further reduce water loss – **Not done**
- Initiate a program of valve exercising to ensure major valves are fully operational – **Not done**
- Achieve a passing grade in response to annual testing requirements - **Yes**

Results – FY 21 Measurements

- Water loss – Target = 18% - **8.4% (May, 2021), 15.9% (Average year-to-date)**
- Hydrant repairs / replacements – Target = 100 hydrants - **At 50 as of June, 2021**
- Valves exercised – Target = 50 valves - **No**
- Water quality – Target = Pass - **Yes**

Water-Sewer - Water Distribution

64		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
533110	Salaries - Executive	60,325	-	-	-	-	-
533120	Salaries - Regular	383	146,054	91,811	(54,243)	168,056	76,245
533130	Salaries - Part-Time	-	-	19,471	19,471	-	(19,471)
533140	Salaries - Overtime	-	1,000	1,500	500	2,000	500
	Total Salaries	60,708	147,054	112,782	(34,272)	170,056	57,274
	Benefits						
533210	FICA	4,259	11,260	8,628	(2,632)	13,008	4,380
533220	Retirement	7,665	14,715	11,278	(3,437)	18,400	7,122
533230	Life And Health Insurance	10,505	24,525	16,627	(7,898)	32,764	16,138
	Total Benefits	22,429	50,500	36,533	(13,967)	64,173	27,639
	Total Compensation	83,137	197,554	149,315	(48,239)	234,229	84,913
	Operating Expense						
533301	DERM Service Fee - Pass-Throug	12,459	-	-	-	-	-
533312	Other Professional Services	28,144	28,000	26,267	(1,733)	80,096	53,829
533340	Other Contracted Services	223,065	70,000	28,440	(41,560)	40,000	11,560
533341	Uniform Rental/Laundry	-	1,348	1,100	(248)	1,650	550
533433	Purchase Of Water	1,585,220	1,531,870	1,298,667	(233,203)	1,516,966	218,299
533440	Rentals & Leases	2,090	1,500	1,000	(500)	2,000	1,000
533467	Repairs - Machinery & Equipmer	17,415	15,000	14,984	(16)	12,000	(2,984)
533520	Operating Expense	-	-	3,000	3,000	8,000	5,000
533547	Special Supplies	10	500	500	-	500	-
533555	Small Tools & Supplies	1,326	3,100	2,803	(297)	3,100	297
	Total Operating Expense	1,869,729	1,651,318	1,376,760	(274,558)	1,664,312	287,551
	Capital						
5336309	Fire Hydrants	58,601	100,000	93,000	(7,000)	93,000	-
533640	Machinery & Equipment	12,328	-	-	-	8,000	8,000
533646	Computer Equipment	-	2,400	2,392	(8)	1,130	(1,262)
	Total Capital	70,929	102,400	95,392	(7,008)	102,130	6,738
	Total Expense	2,023,795	1,951,272	1,621,467	(329,805)	2,000,670	379,203

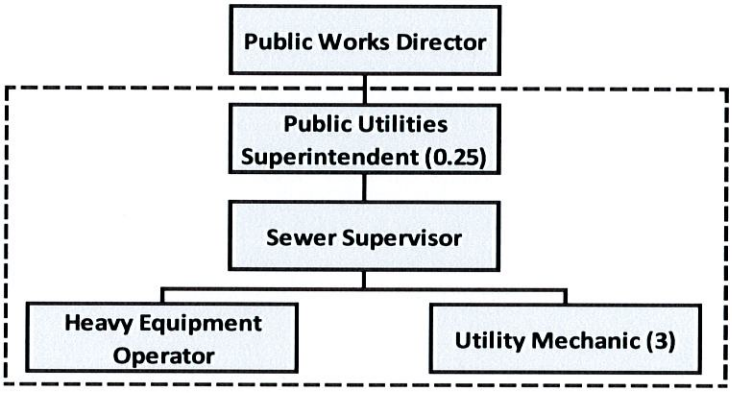
Water-Sewer – Water Distribution - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Consultant – water quality	10,000
	Water testing	9,000
	Underground Locator Services	1,096
	Certification Services	10,000
	Leak Detection Study	50,000
	Total	**80,096**
Other Contracted Services	Services as may be needed	40,000
Uniform Rental / Laundry	Employee uniform rental	1,650
Water purchase	770 million gallons with a 3.89% rate increase. Gallons assume a 1% decrease due to investment in reducing water loss. Also includes an additional charge of $95,370 from County truing up FY 20 charges.	1,516,966
Rentals & Leases	Miscellaneous as needed	2,000
Repairs – Machinery & Equipment	Miscellaneous unplanned repairs	12,000
Operating Expense	Repair material	8,000
Special Supplies	Protective clothing for hazardous worksites	500
Small Tools & Supplies	Miscellaneous	3,100
Fire Hydrants	Fire hydrant repairs	93,000
Machinery & Equipment	Pipe Freezer Unit	8,000
Computers	Computer	1,130

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

- Relined collection basins for Pump Stations 4, 5, 7 & 8
- Sewer modeling project required by DERM 25% complete by September, 2021
- Pump Stations 4, 5, 7 and 8 flowed tested as required by DERM in November, 2020. Failed, in part to extremely heavy rainfall in that month. Current manhole project (lining and covers as needed) intended to further mitigate inflow and infiltration (I&I) to produce satisfactory flow testing later in year.
- Smoke tested collection basins 4, 5, 7 & 8 to identify additional sources of I&I
- Four pump failures, two of which resulted from illegal material thrown into the system
- Ongoing routine maintenance

FY 22 Objectives

- Pump stations 4, 5, 7 & 8 satisfy all requirements to remove DERM moratorium
- Installation of the flow meters at all pump station as part of sewer modeling project to provide continuous remote operational information in regard to status of each station, satisfying another DERM requirement.
- Smoke testing of four additional collection basins to further reduce I&I.
- Relocation and increase capacity of Pump Station #4 to meet future development requirements. Lot on which pump station to be installed to have a small local park for neighborhood enjoyment.
- Repaint three above-ground pump stations.
- Seek grants and/or loans

FY 22 Measurements

- I&I reductions – Target = 25%
- Sewer main cleaning – Target = 100,000 linear feet.

Results - FY 21 Objectives

- Development of a sanitary sewer hydraulic model for compliance with DERM consent agreement – **In progress**
- Flow test the four most recently relined collection basins (#4, #5, #7 & #8) to remove them from the moratorium on new connections – **Done with unsatisfactory results**
- Perform smoke testing in Collection Basin #6 to identify and rectify sources of inflow and infiltration – **Deferred**
- Clean 100,000 feet of sanitary sewer mains – **Believed to have been done, but data not available. Now tracking.**
- Paint the three above-ground pump station buildings – **Deferred to FY 22**
- Apply for wastewater loans and/or grants – **Deferred to FY 22**

Results – FY 21 Measurements

- I&I loss percentage – Target 30% **- 29.1% in May, 2021; 38.7% year-to-date average**
- Sanitary sewer mains cleaned – Target = 100,000 feet – **Believed to have been done, but data not available. Now tracking.**
- Loans and/or grants – Target = Minimum of one application. - **Deferred to FY 22**

Wastewater Collection & Transmission

35		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
535120	Salaries - Regular	121,525	157,000	104,586	(52,414)	174,690	70,104
535140	Salaries - Overtime	4,267	6,000	4,000	(2,000)	5,000	1,000
	Total Salaries	125,792	163,000	108,586	(54,414)	179,690	71,104
	Benefits						
535210	FICA	9,113	12,410	8,306	(4,104)	13,747	5,441
535220	Retirement	19,583	16,250	10,859	(5,391)	19,442	8,584
535230	Life And Health Insurance	22,430	31,160	12,993	(18,167)	34,306	21,313
	Total Benefits	51,126	59,820	32,157	(27,663)	67,495	35,338
	Total Compensation	176,918	222,820	140,743	(82,077)	247,185	106,442
	Operating Expense						
535312	Other Professional Services	5,671	390,000	304,045	(85,955)	223,000	(81,045)
535340	Other Contracted Services	139,588	335,667	372,845	37,178	243,000	(129,845)
535341	Uniform Rental/Laundry	-	1,872	800	(1,072)	1,300	500
535430	Electric, Gas, Water	78,328	95,000	94,300	(700)	104,000	9,700
535432	Sewage Disposal	2,669,086	2,800,700	2,711,619	(89,080)	2,864,913	153,294
535260	Rentals & Leases	-	5,000	-	(5,000)	10,000	10,000
535461	Repair & Maintenance - Building	13,982	12,000	9,600	(2,400)	6,000	(3,600)
535520	Operating Expense	-	-	-	-	-	-
535521	Clothing & Uniform Expense	-	500	500	-	500	-
535523	Maintenance	15,723	76,000	43,391	(32,609)	21,100	(22,291)
535525	Chemicals/Horticultural	-	2,500	1,644	(856)	3,000	1,356
535555	Small Tools & Supplies	920	1,000	5,000	4,000	10,000	5,000
	Total Operating Expense	2,923,298	3,720,239	3,543,744	(176,494)	3,486,813	(56,931)
	Capital						
535630	Improvements - Other	-	-	-	-	20,000	20,000
535640	Machinery & Equipment	11,942	78,349	93,459	15,110	96,000	2,541
535646	Computer Equipment	-	-	-	-	2,200	2,200
	Total Capital	11,942	78,349	93,459	15,110	118,200	24,741
	Contingency						
535916	Reserve Sick/Accrual	-	10,000	-	(10,000)	-	-
	Total Contingency	-	10,000	-	(10,000)	-	-
	Total Expense	3,112,175	4,031,408	3,777,947	(253,461)	3,852,199	74,252

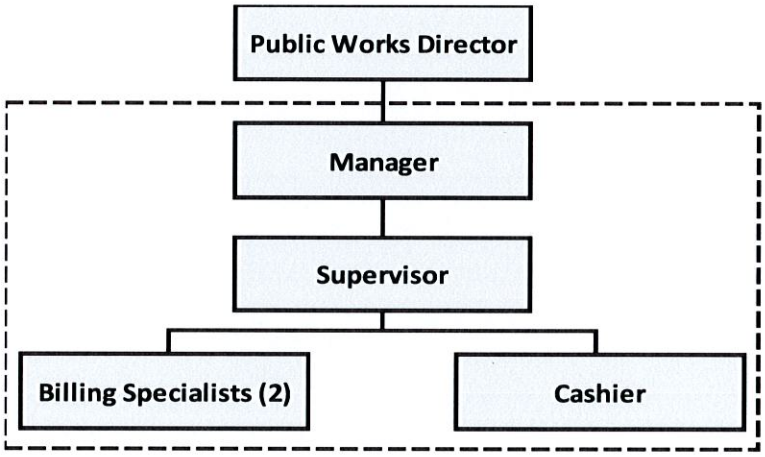
Water-Sewer – Wastewater Collection & Transmission - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Sanitary Sewer Flow Modeling	160,000
	Grant writing services	15,000
	Evaluation (EAC Consulting)	20,000
	Compliance Services (Eco Tech)	23,000
	Other	5,000
	Total	**223,000**
Other Contracted Services	Main cleaning	80,000
	Repairs	50,000
	Smoke Testing	50,000
	Pump Service	10,000
	Pump Station Control Panel Service	10,000
	Pump Station Testing	10,000
	Other Miscellaneous Smaller Services	33,000
	Total	**243,000**
Uniform Rental / Laundry Service	Employee uniforms	1,300
Electric, Gas, Water	Electricity for 19 pump stations	104,000
Sewage disposal	844 million gallons with a 5.37% price increase. Assumes a 4% I&I improvement due to relining investment. Also includes a $34,257 credit from County truing up FY 20 charges.	2,864,913
Rentals & Leases	Back-Up Generator rental as needed.	10,000
Repairs & Maintenance - Buildings	Miscellaneous small pump station building repairs as needed.	6,000
Clothing & Uniform Expense	Protective clothing – hazardous work conditions	500
Maintenance	Unplanned repairs	21,100
Chemicals / Horticultural	Degreasers and disinfectants	3,000
Small Tools & Supplies	Miscellaneous	10,000
Improvement – Other	Fence – Pump Station # 11-C	20,000
Machinery & Equipment	Portable 6" Pump	40,000
	Pump Controls	1,000
	Back-Up Pumps	55,000
	Total	**96,000**
Computers	Two computers for field use	2,200

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

Commission Priorities – Resolve Utility Billing Delinquencies

Current Year Accomplishments

- Received $248,000 of payments through June, 2021

FY 22 Objectives

- Continue collection efforts

Other Current Year Accomplishments

- Supported Finance in successful completion of FY 19 financial audit.
- Provided central cashiering services for all City departments.
- Worked with County to resolve customer issues as occurring.

Other FY 22 Objectives

- Conduct workshop to educate community as to the City-County relationship in regard to the County billing and collecting for the City and other utility issues of interest.

FY 22 Measurement

- Additional customers to make payments on delinquent accounts – Target – 100 customers

Results - 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 – **Accounts separated to focus on those accounts where account holder still resides**
- Evaluate feasibility of obtaining court judgments against tenants with unresolved delinquencies – **Not Done, Current legal issues preclude aggressive legal actions.**
- Evaluate feasibility of amending City Code to permit sale of liens for property owners with unresolved delinquencies – **Not done**

Results – FY 21 Measurements

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

Water-Sewer - Finance / Customer Service

61		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
513120	Salaries - Regular	226,057	198,961	172,173	(26,788)	240,646	68,473
513130	Salaries - Part Time	-	22,253	8,815	(13,438)	-	(8,815)
513140	Salaries - Overtime	87	600	250	(350)	800	550
	Total Salaries	226,144	221,814	181,238	(40,576)	241,446	60,208
	Benefits						
513210	FICA	16,428	17,047	13,867	(3,180)	18,472	4,605
513220	Retirement	23,204	22,281	18,124	(4,158)	26,124	8,001
513230	Life And Health Insurance	32,742	29,910	23,517	(6,393)	34,242	10,725
	Total Benefits	72,374	69,238	55,508	(13,731)	78,838	23,331
	Total Compensation	298,518	291,052	236,746	(54,307)	320,284	83,539
	Operating Expense						
513320	Accounting & Auditing	24,000	57,500	24,000	(33,500)	56,000	32,000
513340	Other Contracted Services	189,434	388,320	426,860	38,540	395,900	(30,960)
513343	Excise Tax To County	-	15,000	-	(15,000)	-	-
513420	Postage & Freight	2,116	500	500	-	500	-
513493	General Expenses	1,608	1,000	500	(500)	1,000	500
513510	Office Supplies	1,021	2,000	1,500	(500)	1,500	-
513511	Lien Recording Charge	559	3,500	200	(3,300)	1,000	800
514370	Legal Counsel	141,571	275,000	275,000	-	400,000	125,000
514380	Legal Settlements	33,000	-	-	-	-	-
533529	Credit Card Fee	23,876	5,000	5,000	-	5,000	-
	Total Operating Expense	417,185	747,820	733,560	(14,260)	860,900	127,340
	Other Uses						
535916	Leave Pay-Out	-	-	-	-	30,000	30,000
	Total Other Uses	-	-	-	-	30,000	30,000
	Debt Service						
513723	State Revolving Loan	37,229	773,473	773,473	-	773,473	-
535542	Debt Due To Miami Dade	1,201,092	1,201,092	1,201,092	-	1,611,092	410,000
	Total Debt Service	1,238,321	1,974,565	1,974,565	-	2,384,565	410,000
	Contingency						
513992		-	179,576	179,576	-	700,000	520,424
	Total Contingency	-	179,576	179,576	-	700,000	520,424
	Transfer Out						
513441	Information Tech Charge	81,303	89,273	88,584	(689)	168,181	79,597
513442	Insurance Charge - Risk	271,817	337,873	368,236	30,364	397,317	29,081
513448	Rental Expense - TCO	2,839	4,150	6,152	2,002	5,078	(1,075)
513449	Vehicle Service Charge	99,124	133,878	121,724	(12,154)	128,588	6,865
533391	Admin Expense To Gen Fund	292,463	369,078	352,015	(17,063)	431,877	79,862
	Total Transfer Out	747,546	934,251	936,711	2,460	1,131,041	194,330
	Total Expense	2,701,570	4,127,264	4,061,157	(66,107)	5,426,790	1,365,633

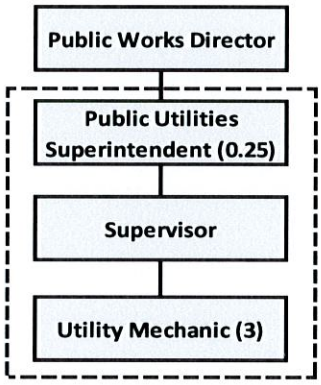
Water-Sewer - Finance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Accounting & Auditing	Water-Sewer Fund share of audit fees – Two audits	56,000
Other Contracted Services	Armored car services	10,800
	Financial consultants	150,000
	County Billing Services	210,000
	Temporary Staffing in support of Finance	25,000
	Utility billing & mailing services (Accounts still with City)	100
	Total	**395,900**
Postage	Miscellaneous	500
General Expense	Credit card machine, checks, returned checks	1,000
Office Supplies	Miscellaneous	1,500
Lien Recording Charges	Charges to file liens on delinquent water accounts	1,000
Legal Counsel	Legal counsel representing City on utility billing legal issues	400,000
Credit Card Fees	Credit card processor fees	5,000
Leave Pay Out	Accrued unused leave payments to departing employees	30,000
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. Includes nine months of debt service on additional debt related to purchase and installation of new meters for the City's entire service area	1,611,092
Contingency	Contingency for Water-Sewer Fund for unanticipated additional expenditures or revenue shortfalls, included outcome of labor negotiations currently under way	700,000
Information Technology Charge	Payment to Information Technology Internal Services Fund for IT support	168,181
Insurance	Payment to Risk Management Internal Services Fund for insurance	397,317
Town Center Occupancy	Water-Sewer staff Town Center occupancy charges	5,078
Vehicle Service Charge	Payment for vehicle maintenance charges	128,588
General Fund Administrative Services	Payment to the General Fund administrative services received by the Water-Sewer Fund	431,877

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 – Minimize service line and meter box water loss and provide timely response to customer water service issues

Current Year Accomplishments

- Replaced 600 meter boxes
- Replaced more than 60 service lines
- Marked meter boxes to assist County meter readers
- Completed other routine repairs

FY 22 Objectives

- Replace meter boxes as required.
- Replace leaking service lines as identified
- Support County meter readers when appropriate

FY 22 Measurements

- Service line repair / replacement – Target = 200 service lines
- Restoration of meter boxes to grade level – Target = 30 meter boxes

Results - FY 21 Objectives

- Repair / replace 200 water service lines to improve delivery of water – **Repaired / replaced 60 lines identified as requiring either repair or replacement**
- Bring 100 meter boxes up to grade level to lessen intrusion of dirt which buries the meters and impedes meter reading – **Replaced 600 meter boxes**

Results – FY 21 Measurements

- Service line repair / replacement – Target = 200 service lines – **Only 60 required repair / replacement**
- Restoration of meter boxes to grade level – Target = 100 meter boxes – **Replaced 600 meter boxes**

Water-Sewer - Service Lines & Meter Maintenance

63		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
533120	Salaries - Regular	47,439	136,756	117,363	(19,393)	139,908	22,545
533140	Salaries - Overtime	180	11,250	4,500	(6,750)	2,400	(2,100)
	Total Salaries	47,619	148,006	121,863	(26,143)	142,308	20,445
	Benefits						
533210	FICA	3,458	11,554	9,322	(2,232)	10,887	1,565
533220	Retirement	13,829	15,101	12,186	(2,914)	15,398	3,211
533230	Life And Health Insurance	39,657	26,816	18,312	(8,504)	28,282	9,970
	Total Benefits	56,944	53,470	39,820	(13,650)	54,567	14,747
	Total Compensation	104,563	201,476	161,683	(39,793)	196,875	35,192
	Operating Expense						
533341	Uniform Rental/Laundry	-	1,248	950	(298)	1,200	250
533440	Rentals & Leases	-	500	500	-	500	-
533462	Repair And Maintenance	-	50,000	15,650	(34,350)	44,500	28,850
533495	Machinery & Equipment	109	-	-	-	-	-
533520	Operating Expense	3,701	-	-	-	2,000	2,000
533555	Small Tools Minor Equipmen	1,719	3,000	2,064	(936)	4,000	1,936
	Total Operating Expense	5,529	54,748	19,164	(35,584)	52,200	33,036
	Capital						
533640	Machinery & Equipment	-	-	-	-	5,000	5,000
533641	Equipment	-	11,000	11,000	-	-	(11,000)
533646	Computer	-	-	-	-	1,130	1,130
	Total Capital	-	11,000	11,000	-	6,130	(4,870)
	Total Expense	110,092	267,224	191,847	(75,377)	255,205	63,358

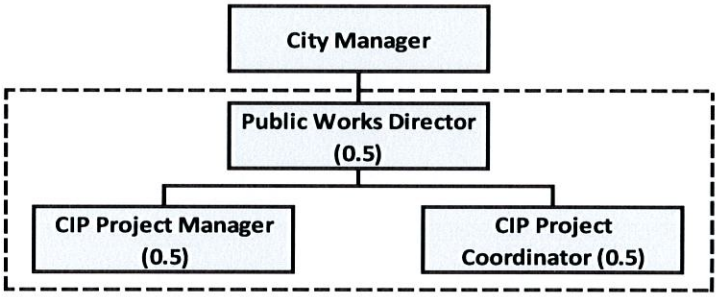
Water-Sewer – Service Line & Meter Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Uniform Rental / Laundry	Employee uniform rental	1,200
Rentals & Leases	Miscellaneous	500
Service Line Repair & Maintenance	Parts	15,000
	Line replacement	15,000
	Meter box replacement	6,000
	Other	8,500
	Total	**44,500**
Operating Expense	Miscellaneous small expenditures	2,000
Small Tools Minor Equipment	Miscellaneous	4,000
Machinery & Equipment	Meter Box Vacuums	5,000
Computer	One for field usage	1,130

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.

Commission Priorities – Infrastructure Investment

Current Year Accomplishments

- Pump Station #4 Relocation - Design
- Miami Gardens Service Line Replacement – Design
- Pump Station #4 Collection Basin – Main Relining
- Pump Station #7 Collection Basin – Main Relining
- Pump Station #8 Collection Basin – Main Relining
- Cairo Lane Assessment
- NW 131st Street Drainage (Water Portion) – Design
- Manhole Relining Project

FY 22 Objectives

- Pump Station #4 Relocation – Construction
- Miami Gardens Service Line Replacement – Construction
- Cairo Lane (Water Portion) - Construction

Results - FY 21 Objectives

- Cairo Lane – Complete Project – **Still in assessment phase**
- Zone 1-6 Assessment & Design Review - **Deferred**
- Obtain State funding commitment to future year projects – **Additional State funding not available until progress made on current projects**

Water Sewer - Capital Improvement Program (CIP)

75		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
535110	Salaries - Executive	45,000	52,702	52,759	57	52,759	-
535120	Salaries - Regular	65,000	77,750	63,504	(14,246)	55,272	(8,232)
	Total Salaries	110,000	130,452	116,263	(14,189)	108,031	(8,232)
	Benefits						
535210	FICA	8,340	9,982	8,894	(1,088)	8,265	(629)
535220	Retirement	-	13,049	11,626	(1,423)	11,689	63
535230	Life And Health Insurance	14,221	12,213	11,174	(1,040)	11,897	723
	Total Benefits	22,561	35,245	31,694	(3,551)	31,851	157
	Total Compensation	132,561	165,697	147,957	(17,740)	139,882	(8,075)
	Operating Expense						
535648	Vehicle Lease/Purchase	2,294	-	-	-	-	-
	Total Operating Expense	2,294	-	-	-	-	-
	Capital						
	Pump Station #9	-	-	132,000	132,000	500,000	368,000
535638	Miami Gardens Service Line	-	200,000	165,000	(35,000)	335,000	170,000
5356314	SRF Projects - Wastewater (P	-	412,295	412,295	-	-	(412,295)
5356315	Cairo Lane	-	3,059,296	159,296	(2,900,000)	600,000	440,704
5356318	DCP Zone 1-6	-	80,000	-	(80,000)	-	-
5356319	Zone 1 & 2	-	540,110	540,110	-	-	(540,110)
5356xxx	Manhole Relining	-	220,000	220,000	-	-	(220,000)
5356xxx	NW 131st St Drainage	-	-	10,000	10,000	-	(10,000)
	Total Capital	-	4,511,701	1,638,701	(2,873,000)	1,435,000	(203,701)
	Total Expense	134,855	4,677,398	1,786,658	(2,890,740)	1,574,882	(211,776)

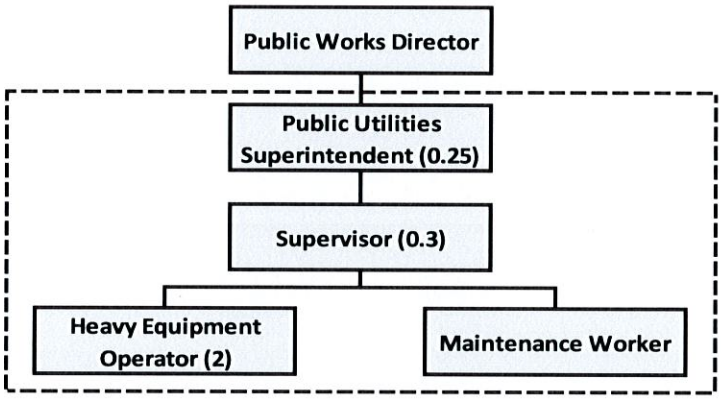
Water-Sewer – CIP - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Cairo Lane (Water Portion)	See Water-Sewer CIP Section	600,000
Miami Gardens Service Lines	See Water-Sewer CIP Section	335,000
Pump Station #4 Relocation	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.

Commission Priorities – Beautification, Infrastructure

Current Year Accomplishments

- Completed stormwater master plan, setting the direction for future construction
- Increased street sweeping for three days per week to five for cleaner streets and to mitigate impact of trash entering and clogging the drainage system.
- Increased frequency of County's maintenance of City canals to reduce unsightly litter

FY 22 Objectives

- Completion of Cairo Lane project
- Maintain increased street sweeping
- Further enhance canal maintenance

Other Current Year Accomplishments

- Movement of stormwater charges to the property tax bill, ensuring that all properties equitably charged.
- Cleaned 214 stormwater inlets and 34,000 linear feet of drainage lines through June, 20121
- Satisfied annual National Pollutant Discharge Elimination System (NPDES) requirements
- Begun work with City's grant writer contractor to apply for major stormwater grants
- Provided assistance throughout City in response to storm-created flooding

Other FY 22 Objectives

- Develop City map clearly identifying all stormwater inlets
- Develop construction criteria for projects identified in stormwater master plan
- Resolve Glorieta Gardens retention pond issue
- Thorough preparation for and responsiveness to all City flooding events

FY 22 Meausrements

- Stormwater roadside inlets cleaned – Target = 250 inlets
- Miles of City streets swept – Target = 1,500 miles
- Completion of stormwater inlet map – Target = Yes
- NPDES requirements satisfied – Target = Yes
- Submission of loan/grant application – Target = 1

Results - FY 21 Objectives

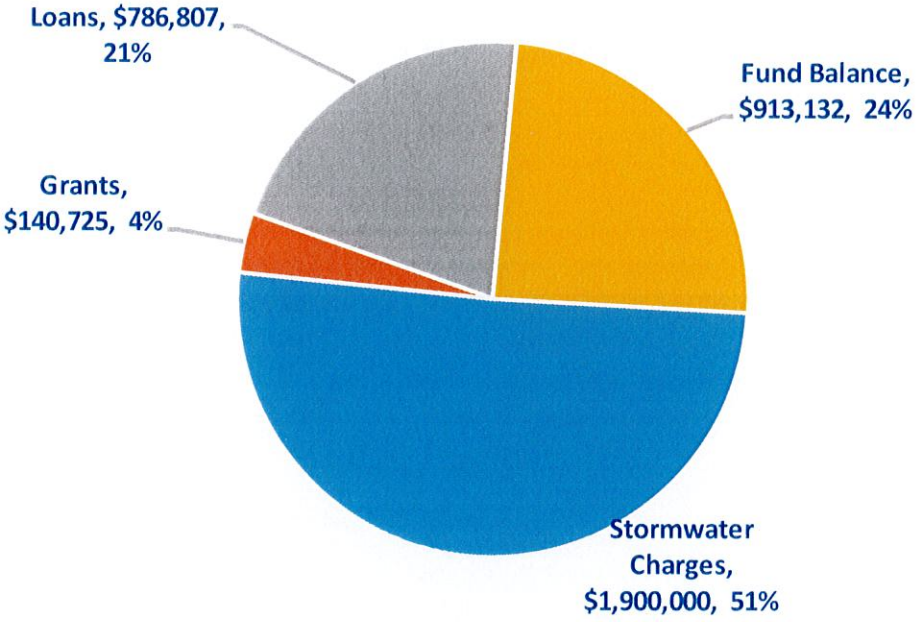
- Prepare recommendation to include stormwater charges as assessment on property tax bills to ensure all properties correctly charged and City receives all stormwater fees due - **Done**
- Clean fifty roadside stormwater inlet and 30,000 feet of drainage underground infrastructure - **Done**
- Sweep 800 miles of street curbs and gutters - **Done**
- Complete stormwater master plan study and begin implementation – **Master plan completed**
- 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. – **Still in assessment phase**
- Meet NPDES requirements - **Done**
- Apply for loans and grants – **Application process beginning**
- Provide assistance throughout the City when rain events overwhelm the stormwater drainage system. - **Done**

Results – FY 21 Measurements

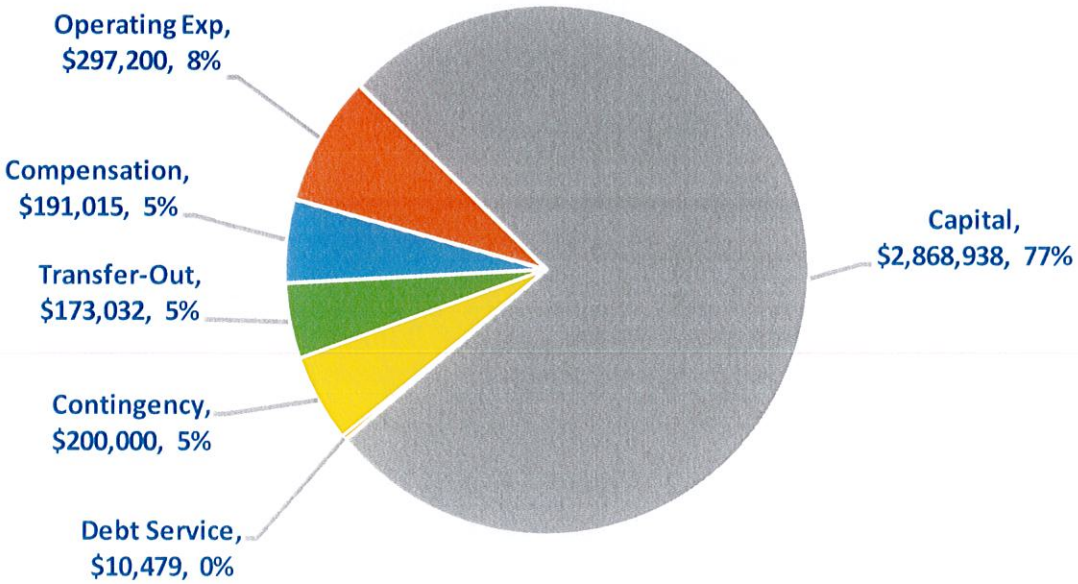
- Stormwater roadside inlets cleaned – Target = 50 inlets - **Done**
- Miles of City streets swept – Target = 800 miles - **Done**
- Completion of stormwater masterplan – Target = Yes - **Done**
- Meet NPDES requirements – Target = Yes - **Done**
- Loans and/or grants applied for – Target = Minimum of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

Stormwater Fund Revenue & Expense

Stormwater Fund Funding - $3.7M



Stormwater Fund Expenditure - $3.7M



Stormwater - Summary

	FY 20	FY 21			FY 22	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Revenue						
Storm Water Revenue	1,020,936	1,500,000	1,093,774	(406,226)	1,900,000	806,226
Total Revenue	1,020,936	1,500,000	1,093,774	(406,226)	1,900,000	806,226
Grants						
State Grants (LP11135)	-	353,376	353,376	-	-	(353,376)
State Grants (LP11136)	-	-	63,921	63,921	140,725	76,804
State Grants (LP11137)	-	-	273,961	273,961	-	(273,961)
CDBG Grant	-	49,800	45,300	(4,500)	-	(45,300)
Total Grants	-	403,176	736,558	333,382	140,725	(595,833)
Total Revenue	1,020,936	1,903,176	1,830,332	(72,844)	2,040,725	210,393
Loans						
WW 111310	-	-	289,936	289,936	762,856	472,920
DW 111331	-	-	-	-	23,951	23,951
Total Loans	-	-	289,936	289,936	786,807	496,871
Total Funding	1,020,936	1,903,176	2,120,268	217,092	2,827,532	707,264
Expense						
Salary	58,420	130,886	82,055	(48,831)	138,485	56,430
Benefits	20,205	45,312	24,440	(20,872)	52,530	28,090
Total Compensation	78,625	176,198	106,495	(69,703)	191,015	84,520
Operating Expense	231,995	586,243	594,442	8,199	297,200	(297,242)
Other Uses	-	-	-	-	-	-
Capital	123,221	2,983,985	2,580,695	(403,290)	2,868,938	288,243
Debt Service	-	10,479	10,479	-	10,479	-
Contingency	-	70,019	70,019	-	200,000	129,981
Total Expense Ex Transfer Out	433,841	3,826,924	3,362,130	(464,794)	3,567,632	205,502
Transfer Out	111,611	139,435	141,305	1,870	172,623	31,318
Total Expense	545,452	3,966,359	3,503,435	(462,924)	3,740,254	236,819
(Use of)/Add To Working Capita	475,484	(2,063,183)	(1,383,167)	680,016	(912,722)	470,445
Working Capital						
Opening	1,586,818	2,062,302	2,062,302	2,062,302	679,135	(1,383,167)
(Use Of)/Add To Working Capital	475,484	(2,063,183)	(1,383,167)	1,870	(912,722)	470,445
Closing	2,062,302	(881)	679,135	4,896	(233,587)	(912,722)

Stormwater Expense

43		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
538120	Salaries - Regular	57,292	125,886	78,055	(47,831)	134,485	56,430
538140	Salaries - Overtime	1,128	5,000	4,000	(1,000)	4,000	-
	Total Salaries	58,420	130,886	82,055	(48,831)	138,485	56,430
	Benefits						
538210	FICA	4,322	10,012	6,278	(3,734)	10,594	4,316
538220	Retirement	5,189	13,089	8,206	(4,883)	14,984	6,779
538230	Life And Health Insurance	10,694	22,211	9,956	(12,255)	26,952	16,995
	Total Benefits	20,205	45,312	24,440	(20,872)	52,530	28,090
	Total Compensation	78,625	176,198	106,495	(69,703)	191,015	84,520
	Operating Expense						
538312	Other Professional Services	-	344,604	322,364	(22,240)	50,000	(272,364)
538340	Other Contracted Services	224,815	236,091	269,695	33,604	229,100	(40,595)
538341	Uniform Rental/Laundry	-	1,248	350	(898)	700	350
538467	Repairs - Machinery & Equipment	6,837	1,000	200	(800)	10,000	9,800
538523	Special Supplies	343	1,300	833	(467)	800	(33)
538525	Chemicals/Horticultural	-	2,000	1,000	(1,000)	2,000	1,000
538648	Vehicle Lease	-	-	-	-	4,600	4,600
	Total Operating Expense	231,995	586,243	594,442	8,199	297,200	(297,242)
	Capital						
	Design Criteria 1-6 - Stormwater Pr	-	500,000	500,000	-	-	(500,000)
538632	NW 30th Avenue	-	160,000	235,510	75,510	-	(235,510)
538633	Glorieta Gardens Retention Pond	-	-	-	-	200,000	200,000
538634	Stormwater Project TBD	-	198,800	-	(198,800)	-	-
538635	Zone 6	-	850,000	850,000	-	-	(850,000)
543638	131st Street Project	-	166,000	151,000	(15,000)	-	(151,000)
5386315	Cairo Lane	-	530,000	265,000	(265,000)	2,600,000	2,335,000
5356328	Burlington Canal	-	490,000	490,000	-	-	(490,000)
	Total CIP	-	2,894,800	2,491,510	(403,290)	2,800,000	308,490
538640	Machinery & Equipment	54,283	20,247	20,247	-	-	(20,247)
538648	Vehicle Purchase	68,938	68,938	68,938	-	68,938	-
	Total Capital	123,221	2,983,985	2,580,695	(403,290)	2,868,938	288,243
	Debt Service						
538723	State Revolving Loan	-	10,479	10,479	-	10,479	-
	Total Debt Service	-	10,479	10,479	-	10,479	-
	Contingency						
538992	Working Capital Reserve	-	70,019	70,019	-	200,000	129,981
	Total Contingency	-	70,019	70,019	-	200,000	129,981
	Transfer Out						
538391	Reimbursement - Admin Cost	52,042	65,675	62,639	(3,036)	76,211	13,572
538441	Information Tech Charge	14,467	15,886	15,763	(123)	29,669	13,906
538442	Insurance Charge - Risk	38,297	48,369	51,882	3,512	56,554	4,673
538448	Rental Expense - TCO	2,839	4,150	6,152	2,002	5,045	(1,108)
538449	Vehicle Service Charge	3,965	5,355	4,869	(486)	5,144	275
	Total Transfer Out	111,611	139,435	141,305	1,870	172,623	31,318
	Total Expense	545,452	3,966,359	3,503,435	(462,924)	3,740,254	236,819

Stormwater - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Professional Services	Miscellaneous unidentified services	50,000
Other Contracted Services	Fountain maintenance	2,500
	Canal maintenance	160,000
	Stormwater maintenance	40,000
	County stormwater billing fees	20,000
	Florida Dept of Environment	600
	Total	**229,100**
Uniform Rental / Laundry	Employee uniform services	700
Repairs – Machinery & Equipment	Street Sweeper repairs	10,000
Special Supplies	Protective equipment for hazardous worksites	800
Chemicals / Horticultural	Mosquito repellant	2,000
Machinery & Equipment	Stormwater system inspection camera	20,247
Vehicle Lease	New truck lease	4,600
Glorieta Gardens Retention Pond	See Stormwater CIP section	200,000
Cairo Lane (Stormwater Portion)	See Stormwater CIP section	2,600,000
Vehicle Purchase	Vacuum truck installment payment	68,938
Debt Service	Debt service on State Revolving Loan SW 130320	10,479
Contingency	Stormwater Fund contingency for unanticipated expenditures and/or revenue shortfalls	200,000
Reimbursement – Admin Cost	Transfer to the General Fund for administrative support	76,211
Information Technology Charge	Transfer to Information Technology Internal Services Fund for IT support	29,669
Risk Management Charge	Transfer to Risk Management Internal Services Fund for insurance coverage	56,554
Town Center Rental Expense	Recovery for stormwater staff occupancy in Town Center	5,045
Vehicle Service Charge	Recovery of vehicle maintenance services	5,144

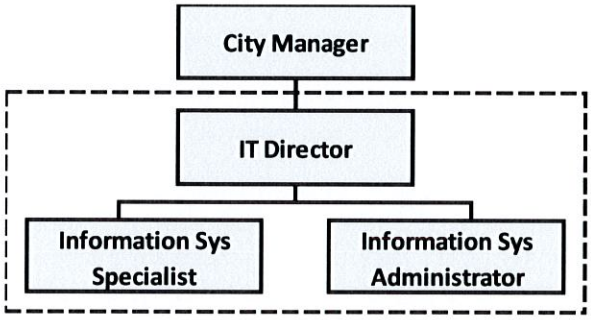
Information Tech. Internal Services Fund

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

- Updated and upgraded City's website to contemporary standards
- Upgraded all end-of-life servers and networking equipment
- Implemented and centralized network and server monitoring
- Implemented "Build Better Opa-locka" App (SeeClickFix)
- Implemented an e-learning portal for staff computer application training

FY 22 Objectives

- Select and migrate City's Enterprise Resource Planning (ERP) system (core operation software) to new state-of-art software, including public portal for citizens engagement
- Migrate Police Department to Microsoft 365 on Microsoft Government Cloud
- Implement access control at Sherbondy Community Center
- Implement Parks and Recreation Management software

FY 22 Measurements

- Resolution of IT work orders within four hour – Target = 80%
- Migrate Police Department to Microsoft 365 – Target = Yes
- Implement Sherbondy Community Center access control – Target = Yes

Results - FY 21 Objectives

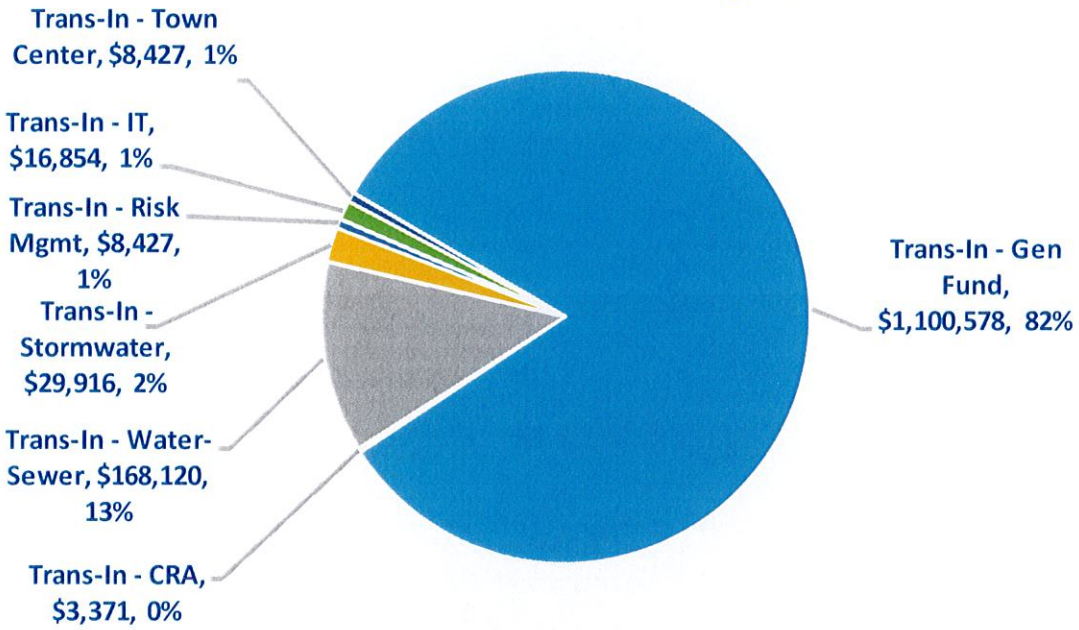
- Automation of the Building and Licenses Department to allow all services to be conducted through the City's website. – **Full automation deferred until installation of new ERP system**
- Deploy a public self-service web page to request routine data maintained by the City. - **Done**
- Put online the competitive bidding procurement process from initial submission of proposals to final determination of recommended winner. - **Done**
- Further migration to cloud computing to reduce reliance on local servers and support. - **Done**
- Implement Citywide project management application to facilitate sharing of multi-department projects for continuity and consistency of effort. - **Done**
- Expand availability of other online services to further lessen the need for residents and others to come to City facilities to request these services. - **Done**
- Embrace the Internet of Things (IoT) concept to more efficiently utilize and deploy resources. – **Not done in a significant way**
- Implement an around-the-clock call center to promptly and proactively respond to caller issues. **– Deferred to FY 22**
- Complete the upgrade of the City's website and offer enhanced services online - **Done**
- Upgrade the City's WIFI infrastructure in and around all City-owned buildings **– Deferred to FY 22**
- Update the City's servers and network equipment which have reached end of life support - **Done**
- Commission approval of the department's Policy and Procedure manual – **Manual completed but not yet submitted for approval.**
- Expand virtual and remote working capabilities by implementing a centralized management of remote services - **Done**
- Develop a continuing education and certification schedule for IT staff - **Done**
- 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. - **Done**
- Initiate a committee to review and provide feedback on selection of a new enterprise resource planning (ERP) system - **Done**

Results – FY 21 Measurements

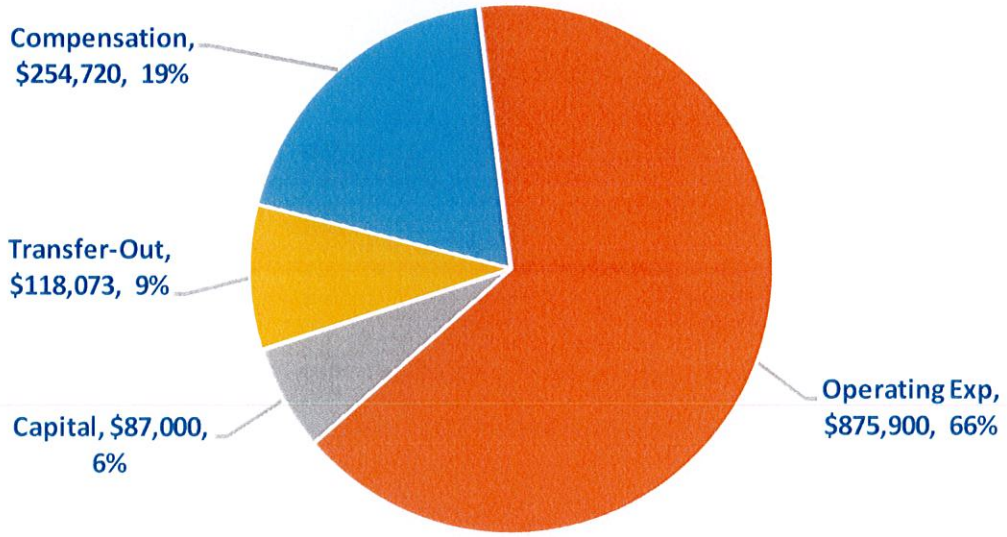
- Compliance with Florida Department of Law Enforcement (FDLE) technical audit – Target = no findings – **Minor issues still to be resolved**
- Solution provided to open IT work orders within 4 hours – Target = 80%
- Automation of all Building and Licenses services – Target = Yes – **Full automation deferred until installation of new ERP system**

Info Technology Internal Services Revenue & Expense

Info Tech Internal Services Funding - $1.3M



Info Tech Internal Services Expenditure - $1.3M



IT Services - Summary

	FY 20	FY 21			FY 22	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Transfer In	645,941	721,735	703,789	(17,946)	1,336,173	632,384
Total Funding	645,941	721,735	703,789	(17,946)	1,336,173	632,384
Expense						
Salary	137,250	137,778	137,928	150	196,214	58,286
Benefits	44,323	42,632	41,065	(1,567)	58,506	17,441
Total Compensation	181,573	180,410	178,993	(1,417)	254,720	75,727
Operating Expense	273,924	383,327	380,250	(3,077)	875,900	495,650
Capital	113,868	62,000	40,982	(21,018)	87,000	46,018
Total Expense Ex Transfer Out	569,365	625,737	600,225	(25,511)	1,217,620	617,395
Transfer Out	76,576	95,998	103,564	7,565	118,553	14,989
Total Expense	645,941	721,735	703,789	(17,946)	1,336,173	632,384
Over / (Under)	-	-	-	-	-	-

IT - Expense

85		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
512110	Salaries Executive	85,000	85,327	85,420	93	85,420	-
512120	Salaries Regular	52,250	52,451	52,508	57	110,794	58,286
	Total Salaries	137,250	137,778	137,928	150	196,214	58,286
	Benefits						
512210	FICA	9,943	10,540	10,551	11	15,010	4,459
512220	Retirement	12,637	13,778	13,793	15	21,230	7,438
512230	Life And Health Insurance	21,743	18,314	16,722	(1,593)	22,266	5,544
	Total Benefits	44,323	42,632	41,065	(1,567)	58,506	17,441
	Total Compensation	181,573	180,410	178,993	(1,417)	254,720	75,727
	Operating Expense						
512340	Other Contracted Services	23,447	18,000	3,400	(14,600)	54,445	51,045
512411	Telephone	101,657	117,000	117,200	200	123,640	6,440
512413	Telephone - Internet	13,217	32,000	27,301	(4,699)	29,100	1,799
512420	Postage	-	200	100	(100)	200	100
512510	Office Supplies	64	700	700	-	400	(300)
512523	Special Supplies	2,442	10,000	10,000	-	10,000	-
512528	Software Licensing	133,097	205,227	221,549	16,322	650,715	429,166
512540	Publ/Subs/Memberships	-	200	-	(200)	200	200
512648	Automotive Lease/Purchase	-	-	-	-	7,200	7,200
	Total Operating Expense	273,924	383,327	380,250	(3,077)	875,900	495,650
	Capital						
512646	Computer Equipment	113,868	62,000	40,982	(21,018)	87,000	46,018
	Total Capital	113,868	62,000	40,982	(21,018)	87,000	46,018
	Transfer Out						
512391	Admin Charge - Gen Fund	29,320	37,000	35,290	(1,711)	43,296	8,006
512441	Information Tech Charge	8,151	8,950	8,881	(69)	16,860	7,980
512442	Insurance Charges - Risk	26,624	32,244	36,068	3,824	38,020	1,952
512448	Rental Expense - TCO	8,517	12,449	18,457	6,007	15,233	(3,224)
512449	Vehicle Service Charges	3,965	5,355	4,869	(486)	5,144	275
	Total Transfer Out	76,576	95,998	103,564	7,565	118,553	14,989
	Total Expense	645,941	721,735	703,789	(17,946)	1,336,173	632,384

Information Technology - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Other Contracted Services	External security evaluation	54,445
Telephone	State of Florida	13,440
	AT&T Mobility (Mobile Phone)	87,400
	Interactive Services (City phone system)	22,800
	Total	**123,640**
Internet	Network Innovation	4,800
	Call One	18,000
	OPATV (Comcast)	6,300
	Total	**29,100**
Postage	Miscellaneous mailing	200
Office Supplies	Miscellaneous	400
Special Supplies	Unplanned immediate requirements	10,000
Software Licensing	ASCAP	400
	Firewall	12,800
	Broadcast music (General usage - events	685
	CDW Government (Zoom)	2,900
	Website hosting	12,000
	Document imaging and retrieval	9,216
	Code Red	9,750
	Enterprise Resource Planning (ERP) System	70,000
	IT remote management software	1,800
	Agenda management software	8,200
	Cloud photo storage	80
	Microsoft license	22,727
	Archiving software	2,500
	Remote monitoring software	1,800
	New ERP	475,711
	User security education and monitoring (KnowB4)	6,046
	Recreation department management system	11,000
	Cisco Meroki MDM	1,500
	Fleet maintenance management software	1,200
	Total	**650,715**
Pubs/Subs/Memberships	Florida Local Government Information Systems Assoc	200
Vehicle Lease	Department vehicle to get to various sites	7,200
Computer Equipment	Server replacement	15,000
	Sherbondy Community Center access control	60,000
	Remote Chambers cameras	10,000
	Uninterruptible power supply (UPS) batteries	2,000
	Total	**87,000**
Admin Charge – General Fund	Payment to the General Fund for administrative services	43,296
Information Technology Charges	Payment to the Information Technology Internal Services Fund for IT support	16,860

Information Technology - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Insurance Charges	Payment to the Risk Management Internal Services Fund for insurance	38,020
Occupancy Expense – Town Center	Payment for Town Center occupancy	15,233
Vehicle Service Charges	Payment for vehicle maintenance	5,144

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

- Successful functioning of City Safety Committee to provide safety guidance at the department level
- Developing policy to provide guidance for injured workers returning to work
- Enhanced internal control of assets through a consultant study to identify all City assets.
- Upgraded asset insurance coverage based on identification and recommendations resulting from consultant asset study.
- Thoroughly investigated all accident claims to identify causes and possible corrective actions.
- Implemented a risk self-assessment program provided by City's insurance provider (FMIT) to evaluate all aspects of City's position in regard to various types of risks and implement improved polices and procedures where deficiencies are identified.
- Obtained multiple certifications
    - Emergency Planning IS-235 – FEMA
    - Fundamentals of Emergency Management IS-230 – FEMA
    - Leadership and Influence IS-240 – FEMA
    - COVID-19 Contact Tracers – Department of Health
    - Supervisor Safety Development Certificate – FMIT
    - Introduction to Risk Management – Alison (Free learning platform)
    - Risk Management: Managing Property and Liability Risk – Alison

FY 22 Objectives

- Put insurance services out to competitive bidding
- Conduct City Safety Committee meetings at least quarterly to ensure that a culture of safety is being maintained.
- Complete the FMIT risk self-assessment program, including development of new policies and procedures to address deficiencies and exposures.
- Utilize FMIT webinars to increase staff safety awareness
- Continue to thoroughly investigate accidents (vehicle and staff) to identify causes and implement corrective actions to avoid recurrences where possible.

FY 22 Measurements

- Workers comp accidents (No lost time other than immediate treatment) – Target = 6
- Workers comp accidents (Lost time) – Target = 4
- Vehicle accidents (City responsible) – Target = 5

Results - FY 21 Objectives

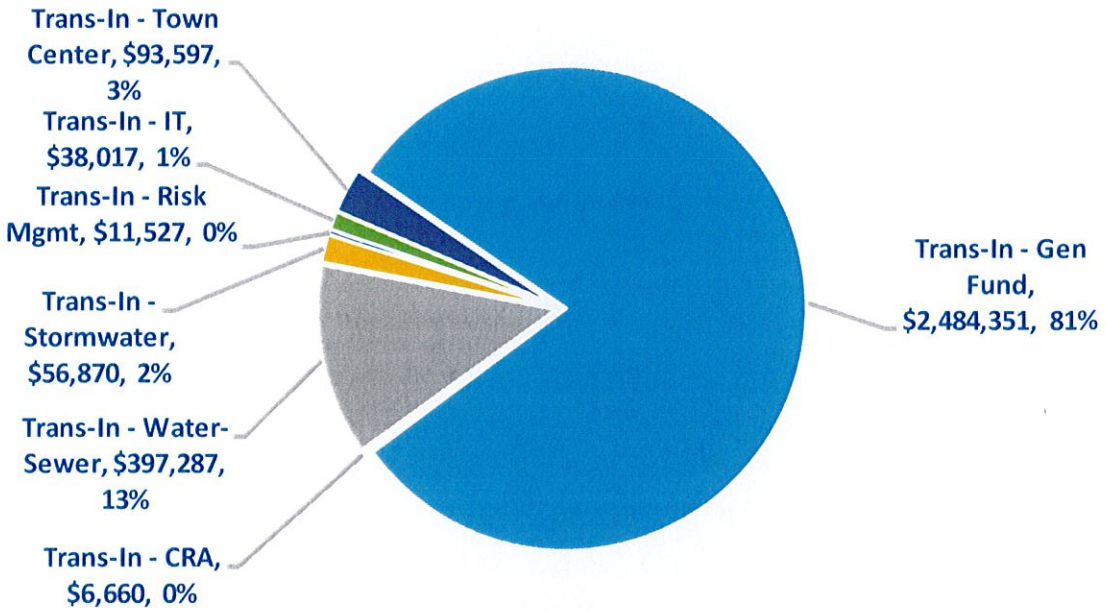
- Insurance contract to be put out for competitive bidding. – **Deferred to FY 22**
- Conduct a comprehensive safety program – **Being done through City Safety Committee**
- Maintain an aggressive asset protection program – **Completion of consultant asset study has resulted in more realistic coverage for some assets.**
- Evaluate causes of loss incidents and work with department heads to implement corrective actions. - **Ongoing**

Results – FY 21 Measurements

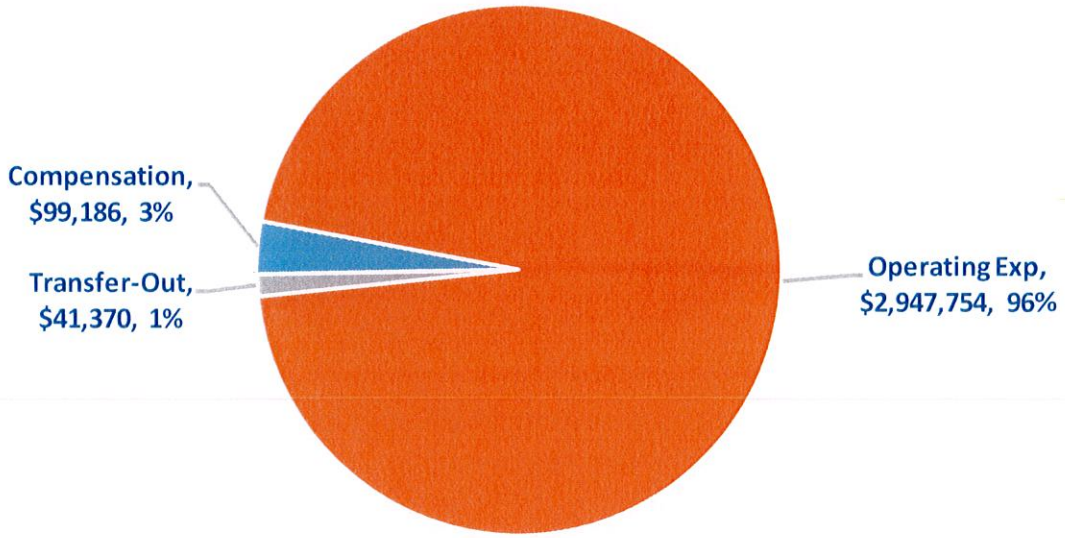
- Workers comp cases – Target = 15 new cases – **Seven cases through June**
- Vehicle accident cases (City responsible) – Target = 10 vehicle accidents – **Four cases through June**
- Quarterly safety classes to all City employees – Target = Yes – **Not done**

Risk Management Internal Services Revenue & Expense

Risk Management Internal Serv. Funding - $3.1M



Risk Management Intrnl Serv. Expenditure - $3.1M



Risk Management - Summary

	FY 20	FY 21			FY 22	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Transfer In	2,142,060	2,949,158	2,901,897	(47,261)	3,088,545	186,648
Total Funding	2,142,060	2,949,158	2,901,897	(47,261)	3,088,545	186,648
Expense						
Salary	51,076	60,231	60,296	65	60,296	-
Benefits	25,805	68,504	22,033	(46,471)	38,890	16,857
Total Compensation	76,881	128,735	82,329	(46,406)	99,186	16,857
Operating Expense	2,039,278	2,787,595	2,787,775	180	2,947,754	159,979
Total Expense Ex Trans-Out	2,116,159	2,916,330	2,870,104	(46,226)	3,046,939	176,835
Transfer Out	25,901	32,828	31,793	(1,035)	41,606	9,813
Total Expense	2,142,060	2,949,158	2,901,897	(47,262)	3,088,545	186,648
Over / (Under)	-	-	-	-	-	-

Risk Management - Expense

84		FY 20	FY 21			FY 22	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
513110	Salaries Executive	51,076	60,231	60,296	65	60,296	-
	Total Salaries	51,076	60,231	60,296	65	60,296	-
	Benefits						
513210	FICA	4,220	4,607	4,612	5	4,612	-
513220	Retirement	-	6,023	6,030	7	6,524	494
513230	Life And Health Insurance	-	6,009	5,491	(518)	5,854	362
513240	Worker's Compensation	21,585	30,000	4,000	(26,000)	20,000	16,000
513245	Accidental Death	-	1,865	1,900	35	1,900	-
513250	Unemployment Compensation	-	20,000	-	(20,000)	-	-
	Total Benefits	25,805	68,504	22,033	(46,471)	38,890	16,857
	Total Compensation	76,881	128,735	82,329	(46,406)	99,186	16,857
	Operating Expense						
513392	Motor Vehicle Claims	-	15,000	15,000	-	15,000	-
513420	Postage	-	50	50	-	50	-
513521	Clothing & Uniforms	-	-	-	-	250	250
513540	Pubs/Subscriptions/Memberships	-	300	300	-	600	300
513451	Insurance Charges - Risk	1,917,758	2,622,545	2,622,425	(120)	2,777,854	155,429
513452	General Liability - Deductible	121,520	149,400	150,000	600	150,000	-
513493	General Expense	-	-	-	-	2,000	2,000
513541	Educational Costs	-	300	-	(300)	2,000	2,000
	Total Operating Expense	2,039,278	2,787,595	2,787,775	180	2,947,754	159,979
	Total Expense Ex Transfer Out	**2,116,159**	**2,916,330**	**2,870,104**	**(46,226)**	**3,046,939**	**176,835**
	Transfer Out						
513391	Admin Fees - General Fund	14,660	18,500	17,645	(855)	21,648	4,003
513441	Information Tech Charges	4,075	4,475	4,440	(35)	8,430	3,990
513451	Insurance Charges - Risk	7,166	9,853	9,708	(146)	11,527	1,820
	Total Transfer Out	25,901	32,828	31,793	(1,035)	41,606	9,813
	Total Expense	2,142,060	2,949,158	2,901,897	(47,262)	3,088,545	186,648

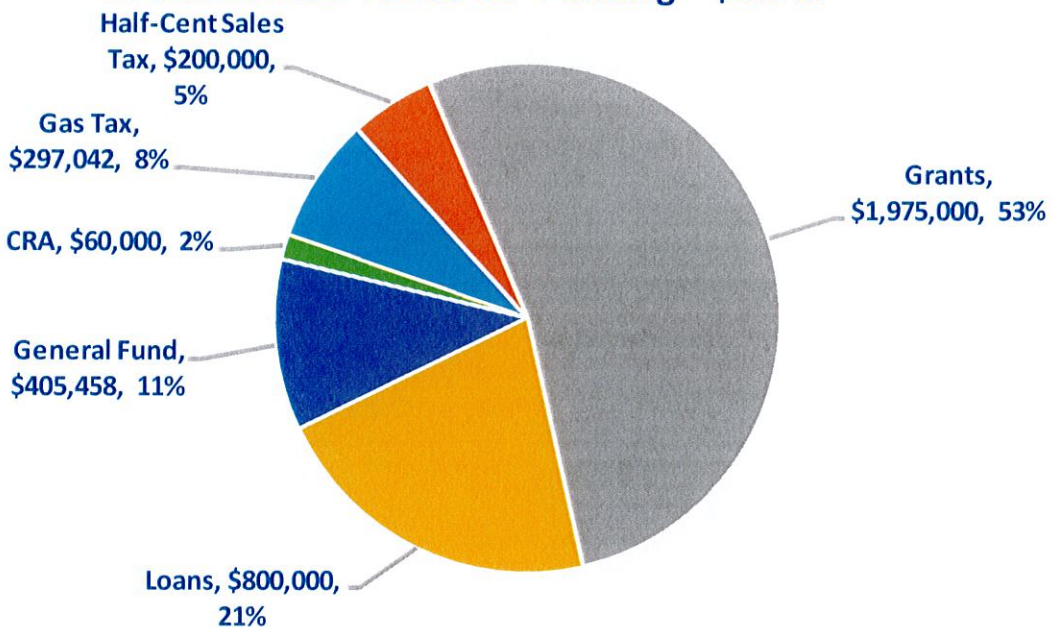
Risk Management - Footnote Detail

Account Name	Footnote Detail	Proposed Budget ($)
Workers Compensation	Prior ongoing claims from when City was self-insured	20,000
Accidental Death	Insurance associated with police officers	1,900
Motor Vehicle Claims	Motor vehicle claims – City's deductible share	15,000
Postage	Miscellaneous	50
Clothing & Uniforms	City branded shirts	250
Pubs/Subs/Memberships	RIMS	215
	PRIMA	385
	Total	**600**
Insurance Charges	General Liability	1,307,920
	Auto Liability	64,473
	Auto Physical Damage	43,708
	Property	224,420
	Workers' Compensation (Including anticipated March, 2022 audit results)	1,137,333
	Total	**2,777,854**
General liability - Deductible	Deductible portion of general liability insurance paid by the City	150,000
General Expense	Miscellaneous small unanticipated expenditures	2,000
Education	Staff development	2,000
Admin Fees – General Fund	Payment to the General Fund for administrative services	21,648
Information Technology Charges	Payment to the Information Technology Internal Services Fund for IT support	8,430
Insurance Charges	Payment to the Risk Management Internal Services Fund for insurance	11,527

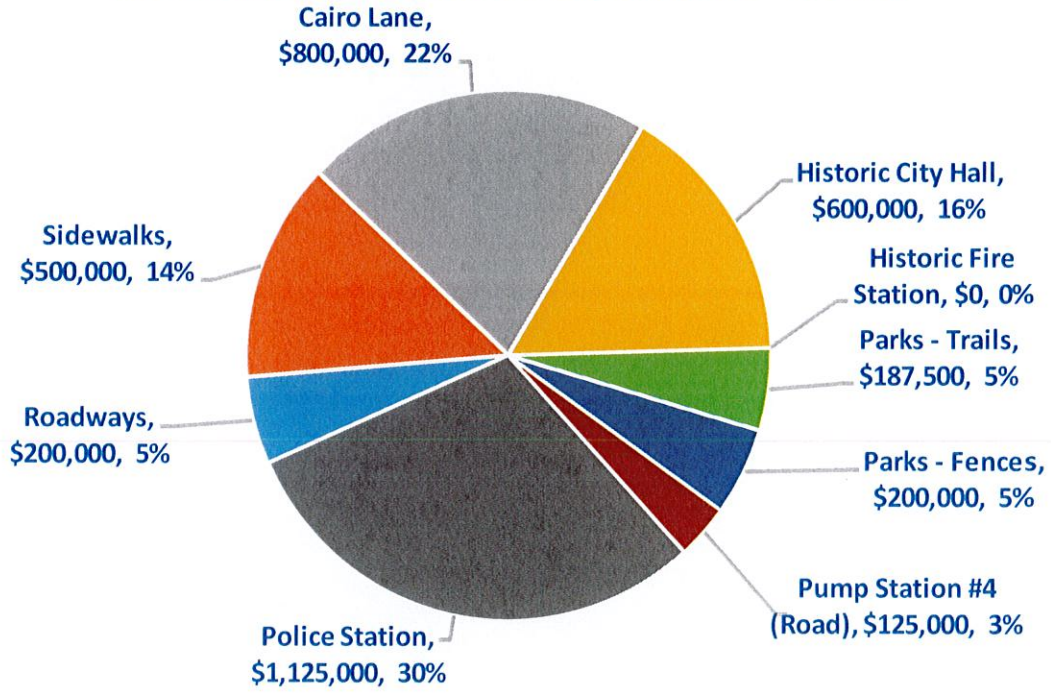
Governmental Funds Five-Year CIP Plan

Governmental Funds CIP Revenue & Expense

Governmental Funds CIP Funding - $3.7M



Governmental Funds CIP Expenditure - $3.7M



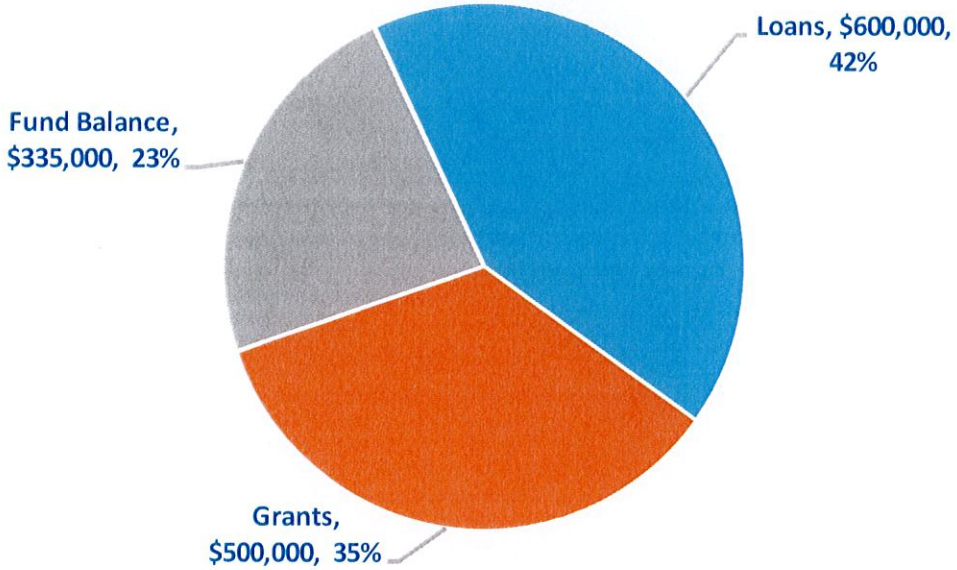
Governmental Funds Five-Year CIP Plan

Acct	Funding Source / Project Name	FY 21 Fcst	FY 22	FY 23	FY 24	FY 25	FY 26	Total FY 22 - FY 26
	Funding							
	Revenue							
312405	Gas Tax - Local Option (1-6)	198,000	214,939					214,939
312410	Gas Tax - Local Option (1-5)	73,000	82,103					82,103
334951	CITT - County Half Cent Sale Tax	833,140	200,000					200,000
	Total Revenue	1,104,140	497,042	-	-	-	-	497,042
	Grants							
331696	AL (MDC/CDBG) - 2105 Ali Baba	244,635	-					-
331698	MDC/PHCD - Ingram Park	179,335	-					-
TBD	CDBG - NW 131St Street Drainage	12,000	-					-
331694	GOB - Historic City Hall	-	600,000					600,000
TBD	Trail Grant	-	150,000					150,000
TBD	State - Park Fences	-	100,000					100,000
TBD	State - Police Station	-	1,125,000					1,125,000
	Total Grants	435,970	1,975,000	-	-	-	-	1,975,000
	Loans							
384110	SRF Loan - WW13031	-	800,000					800,000
	Total Loans	-	800,000	-	-	-	-	800,000
	Internal Funding Sources							
381001	From General Fund	817,802	405,458					405,458
381180	From CRA	-	60,000					60,000
383010	People's Trans. Plan Fund Balance	978,166	-					-
	Total Internal Funding Sources	1,795,968	465,458	-	-	-	-	465,458
	Total Funding	3,336,078	3,737,500	-	-	-	-	3,737,500
	Projects							
	Expenditure							
541800	Roadway Resurfacing	1,492,461	200,000					200,000
541801	Sidewalks	598,140	500,000					500,000
541811	Ingram Park Renovation	410,000	-					-
541818	2105 Ali Baba	281,635	-					-
541820	Cairo Lane	328,000	800,000					800,000
541823	Historic City Hall	43,350	600,000					600,000
TBD	Pump St #4 Relocation (Road)	33,000	125,000					125,000
TBD	Historic Fire House / HR Building	121,500	-					-
TBD	Parks - Trails	-	187,500					187,500
TBD	Parks - Fences	-	200,000					200,000
TBD	Police Station	-	1,125,000					1,125,000
543638	131st Street Drainage	27,992	-					-
	Total Projects	3,336,078	3,737,500	-	-	-	-	3,737,500
	Over / Under	-	-	-	-	-	-	-

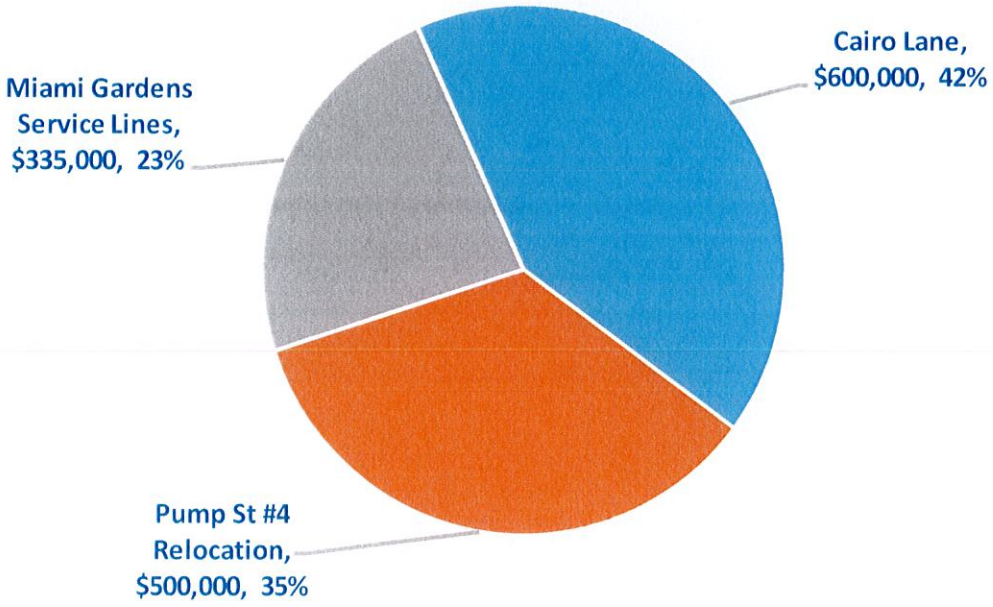
Water-Sewer Fund Five-Year CIP Plan

Water-Sewer Fund CIP Revenue & Expense

Water-Sewer Fund CIP Funding - $1.4M



Water-Sewer Fund CIP Expenditure - $1.4M



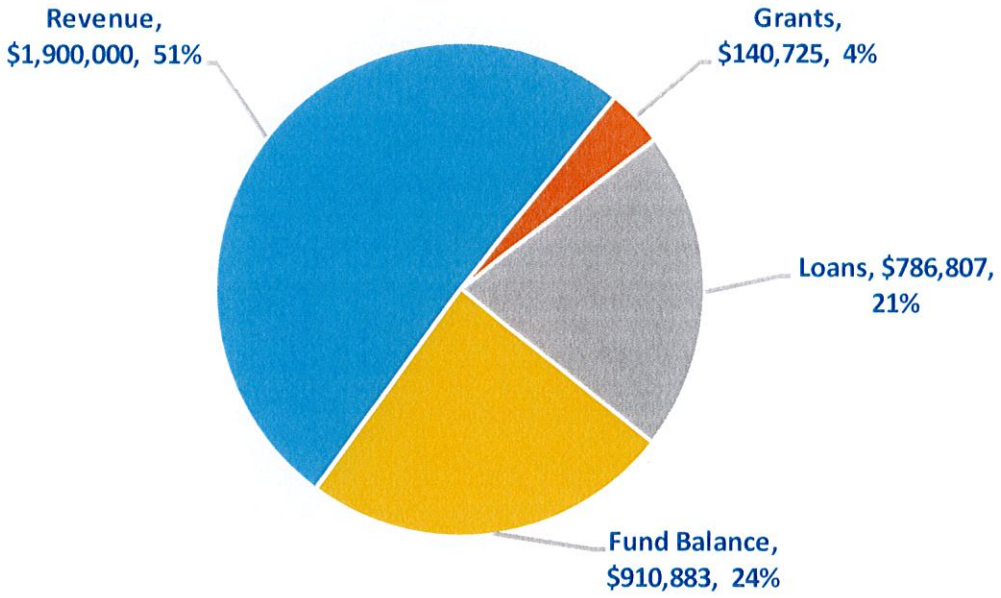
Water-Sewer Fund Five-Year CIP Plan

Acct	Funding Source / Project Name	FY 21 Fcst	FY 22	FY 23	FY 24	FY 25	FY 26	Total FY 22 - FY 26
440	**Funding**							
	Grants							
TBD	CDBG		500,000					
	Total Grants	-	**500,000**	-	-	-	-	-
	Loans							
384110	SRF DW 130331	159,296	600,000					600,000
	Total Loans	**159,296**	**600,000**	-	-	-	-	**600,000**
	Internal Funding Sources							
NA	Water-Sewer Revenue	213,265						
383010	Water-Sewer Fund Balance	1,266,140	335,000					335,000
	Total Internal Funding Sources	**1,479,405**	**335,000**	-	-	-	-	**335,000**
	Total Funding	**1,638,701**	**1,435,000**	-	-	-	-	**935,000**
	Projects							
75	**Expenditure**							
TBD	Pump St #4 Relocation	132,000	500,000					
535638	Miami Gardens Service Line	165,000	335,000					335,000
5356314	SRF Projects - Wastewater (PS 7,8)	412,295						-
5356315	Cairo Lane	159,296	600,000					600,000
5356319	Zone 1 & 2	540,110						-
5356xxx	Manhole Relining	220,000						-
5356zzz	NW 131st Drainage Project	10,000						-
	Total Funded Projects	**1,638,701**	**1,435,000**	-	-	-	-	**935,000**
	Over / Under	-	-	-	-	-	-	-

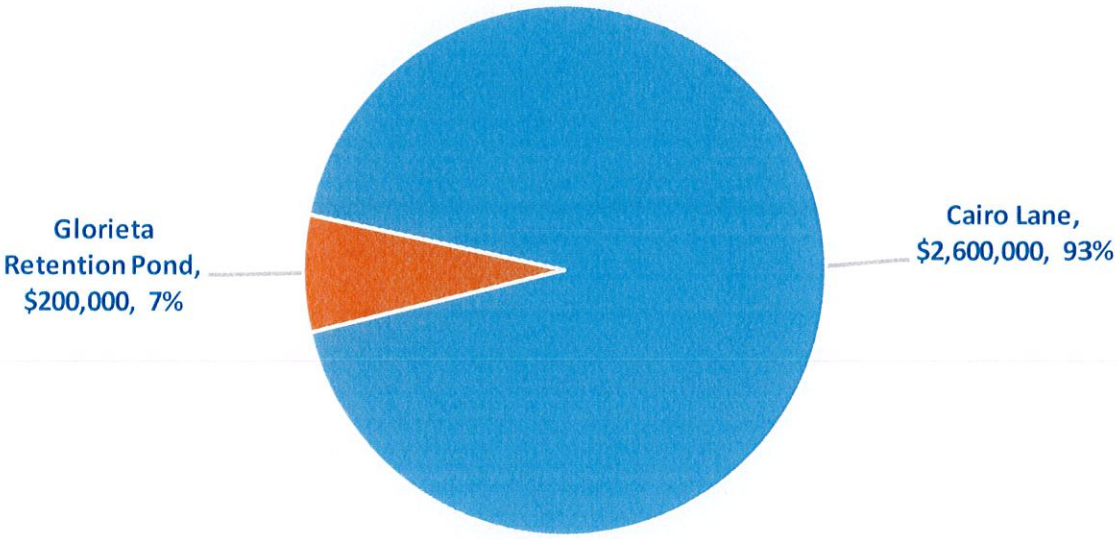
Stormwater Fund Five-Year CIP Plan

Stormwater Fund CIP Revenue & Expense

Stormwater Fund CIP Funding - $2.8M



Stormwater Fund CIP Expenditure - $2.8M



Stormwater Fund Five-Year CIP Plan

Acct	Funding Source / Project Name	FY 21 Fcst	FY 22	FY 23	FY 24	FY 25	FY 26	Total FY 22 - FY 26
450	**Funding**							
	Grants							
344700	State Grant - LP 13035	353,376	-					-
344700	State Grant - LP 13036	63,921	140,725					140,725
344700	State Grant - LP 13037	273,961						-
	CDBG	45,300						-
	Total Grants	**736,558**	**140,725**	-	-	-	-	**140,725**
	Loans							
384120	State Loan - WW 130310	289,936	762,856					762,856
384110	State Loan - DW 130331		23,951					23,951
	Total Loans	**289,936**	**786,807**	-	-	-	-	**786,807**
	Internal Funding Sources							
343800	Stormwater Revenue	82,171	961,585					961,585
383010	Stomwater Fund Balance	1,382,845	910,883					910,883
								-
	Total Internal Funding Sources	**1,465,016**	**1,872,468**	-	-	-	-	**1,872,468**
	Total Funding	**2,491,510**	**2,800,000**	-	-	-	-	**2,800,000**
	Projects							
43	**Expenditure**							
TBD	Design Criteria (Stormwater)	500,000						-
538632	NW 30 Avenue Drainage	235,510						-
538633	Glorietta Retention Pond		200,000					200,000
538635	Zone 6 Drainage	850,000						-
543638	NW 131st Street Drainage	151,000						-
5386315	Cairo Lane	265,000	2,600,000					2,600,000
5386328	Burlington Canal	490,000						-
	Total Funded Projects	**2,491,510**	**2,800,000**	-	-	-	-	**2,800,000**
	Over / Under	-	-	-	-	-	-	-