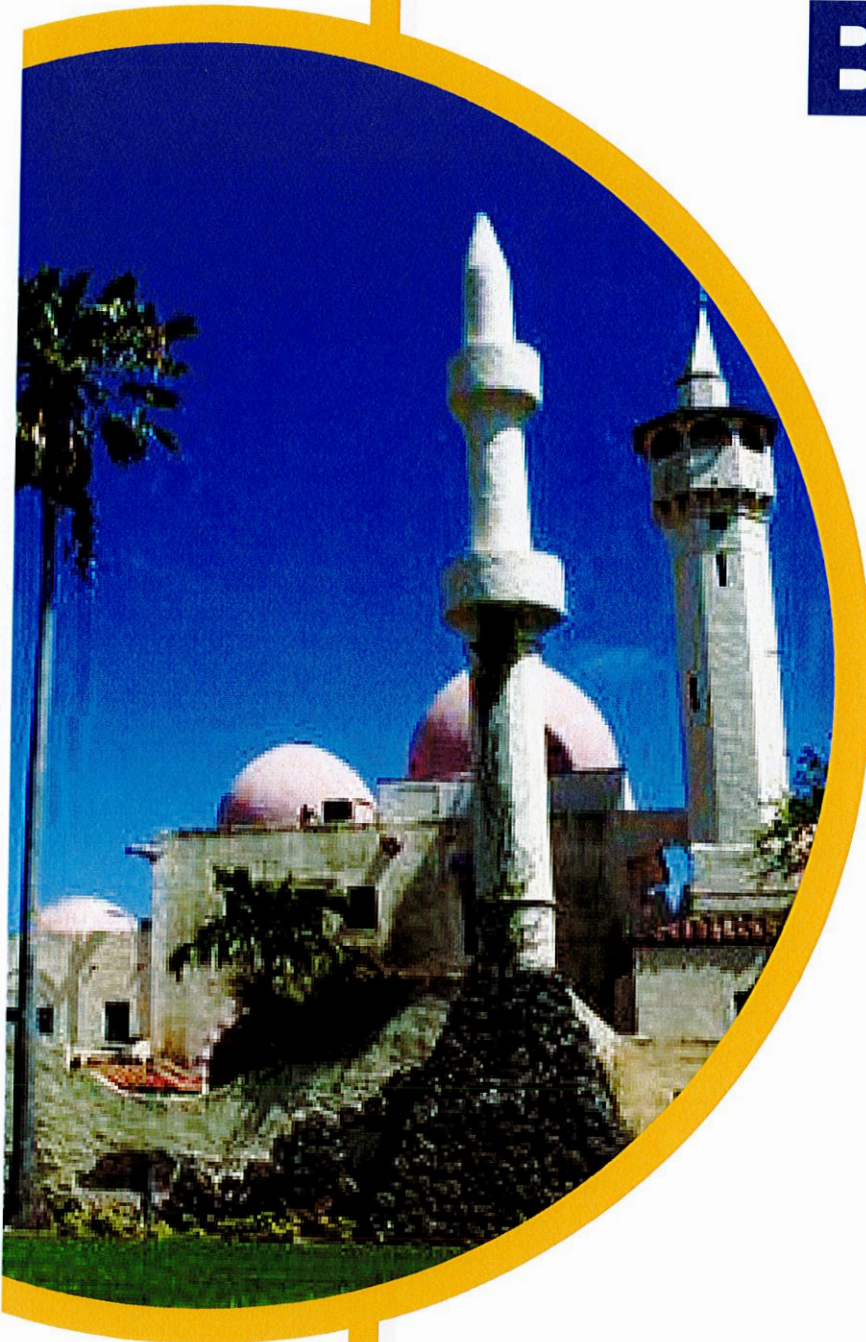


# **PROPOSED ANNUAL BUDGET**

*City of Opa-locka*  
and  
**Community  
Redevelopment  
Agency (CRA)**

*FISCAL YEAR*  
**2023**





# PROPOSED ANNUAL BUDGET

*City of Opa-locka*



FISCAL YEAR  
**2023**







## 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
<b>Citywide Summary</b>	
Citywide Financial Summaries.....	26
Citywide Staffing Summary.....	28
<b>Financial Summaries</b>	
<u><b>General Fund</b></u>	
Summary of Revenues & Expenditures.....	30
Schedule of Revenues.....	31
Schedule of Expenditure.....	34
City Commission.....	36
City Manager .....	40
Non-Department.....	44
City Clerk.....	48
City Attorney.....	54
Human Resources.....	58
Finance.....	63
Community Development.....	69
Building & Licenses.....	75
Police.....	80
Code Enforcement.....	86
Parks & Recreation.....	91
Buildings & Grounds Maintenance.....	98
Public Works – Administration.....	103
Public Works – Streets & Illegal Dumping Removal.....	106
Public Works – Vehicle Maintenance.....	110
<u><b>Debt Service Fund</b></u>	
Commentary.....	115
Summary of Revenues & Expenditures.....	116
<u><b>Safe Neighborhood Fund</b></u>	
Commentary.....	119
Summary of Revenues & Expenditures.....	121
<u><b>People's Transportation Plan Fund</b></u>	
Commentary.....	125
Summary of Revenues & Expenditures.....	126





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

<b><u>Town Center Fund</u></b>	<b>Page #</b>
Commentary.....	129
Summary of Revenues & Expenditures.....	131
Schedule of Expenditures.....	132
<b><u>Water-Sewer Operating Fund</u></b>	
Summary of Revenues & Expenditures.....	135
Schedule of Revenues.....	136
Schedule of Expenditures.....	137
Water Distribution.....	138
Sewer Collection & Transmission.....	141
Water-Sewer Finance.....	144
Service Line & Meter Maintenance.....	149
CIP Management .....	152
<b><u>Water-Sewer CIP Fund</u></b>	
Commentary.....	155
Summary of Revenues & Expenditures.....	156
<b><u>Stormwater Operating Fund</u></b>	
Summary of Revenues & Expenditures.....	161
<b><u>Stormwater CIP Fund</u></b>	
Commentary.....	165
Summary of Revenues & Expenditures.....	166
<b><u>American Rescue Plan Act (ARPA) Fund</u></b>	
Commentary.....	170
Summary of Revenues & Expenditures.....	171
<b><u>Internal Services Funds</u></b>	
<b><u>IT Internal Services</u></b>	
Commentary.....	174
Summary of Revenues & Expenditures.....	176
Schedule of Expenditures.....	177
<b><u>Risk Management Internal Services</u></b>	
Commentary.....	181
Schedule of Revenue & Expenditures.....	182
Schedule of Expenditures.....	183
<b><u>Special Law Enforcement Fund</u></b>	
Commentary.....	186
Summary of Revenues & Expenditures.....	187
<b><u>Law Enforcement Training Trust Fund</u></b>	
Commentary.....	189
Summary of Revenues & Expenditures.....	190





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

---

\*\*\*\*\*

The Community Redevelopment Agency Fund is an independent government agency governed by the CRA Board of Directors rather than the City Commission. As such it is treated as a separate financial entity in this budget.

<b><u>Community Redevelopment Agency Fund</u></b>	<b>Page #</b>
Commentary.....	192
Summary of Revenues & Expenditures.....	194
Schedule of Expenditures.....	195



# City of Opa-locka

FISCAL YEAR 2023



John H. Taylor, Jr.  
Vice Mayor



Veronica J. Williams  
Mayor



Sherelean Bass  
Commissioner



Chris Davis  
Commissioner



Audrey Dominguez  
Commissioner





**City of Opa-locka Administration**

Darvin E. Williams, Interim City Manager

Joanna Flores, City Clerk

Burnadette Norris-Weeks, City Attorney

George Ellis, Jr., Assistant City Manager

Shamecca Lawson, Assistant City Manager

Bob Anathan, Budget Administrator / Risk Management

Aria Austin, Public Works Director

Lubotes Dauphin, Information Technology Director

Corion DeLaine, Interim CRA Manager

Gregory Gay, Community Development Director

Adelina Gross, CIP Manager

Scott Israel, Chief of Police

Gerri Lazarre, Financial Consultant

King Leonard, Building & Grounds Maintenance Operations Manager

Martha Parfait, Building & Licenses Manager

Zonya Ray, Parks & Recreation Director

Niema Walker, Finance Director

Kierra Ward, Human Resources Director

Wilma Wilcox, Code Enforcement Manager

**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 2023 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, 2022 through September 30, 2023. 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 2023 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
- Debt Service (CIP) 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 Operating Fund
- Water-Sewer CIP Fund
- Stormwater Operating Fund
- Stormwater CIP Fund

#### **Blended Component Unit (Independent Government Agency)**

- Community Redevelopment Agency (CRA) 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. Mueller'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 151<sup>st</sup> Street on the north; NW 135<sup>th</sup>, NW 127<sup>th</sup> and NW 119<sup>th</sup> Streets on the south; NW 17<sup>th</sup>, NW 27<sup>th</sup> and NW 37<sup>th</sup> Avenues on the east and NW 47<sup>th</sup> 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.

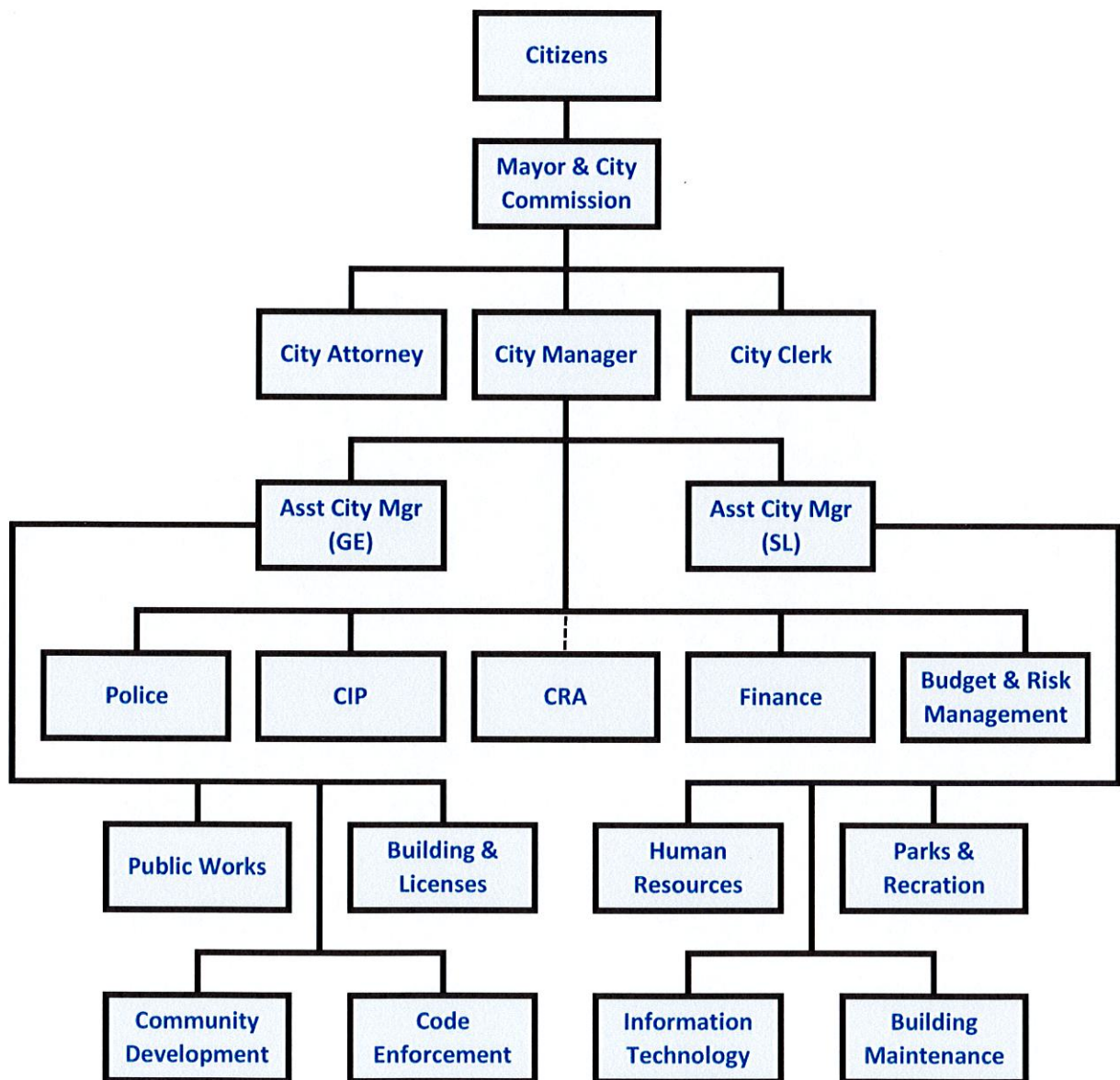
The City has three utilities: a potable water distribution system with customers in the City and adjacent areas, with water provided by the County; a sewer collection and transmission system, with wastewater processed by the County; and a stormwater drainage system. The latter two services are only for 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



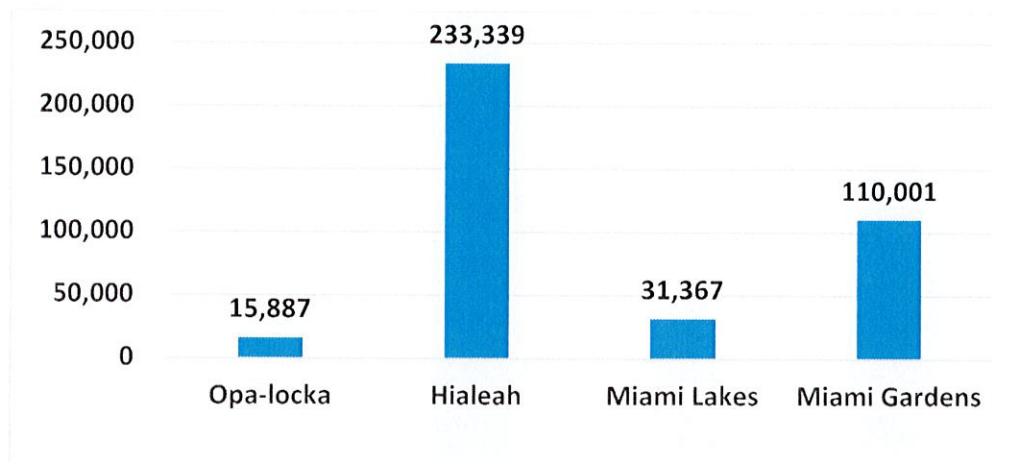


## Miscellaneous Statistics

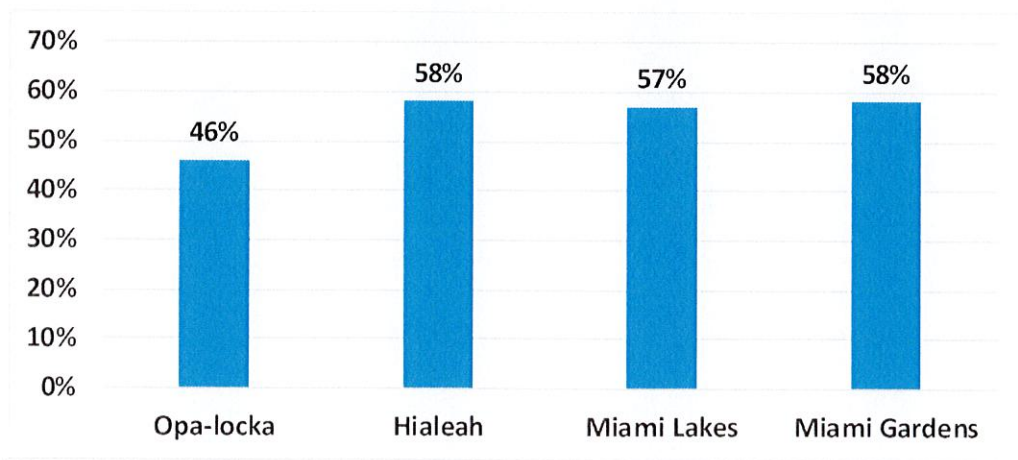
Form of Government: Commission / Manager

Year Of Incorporation: 1926

Population



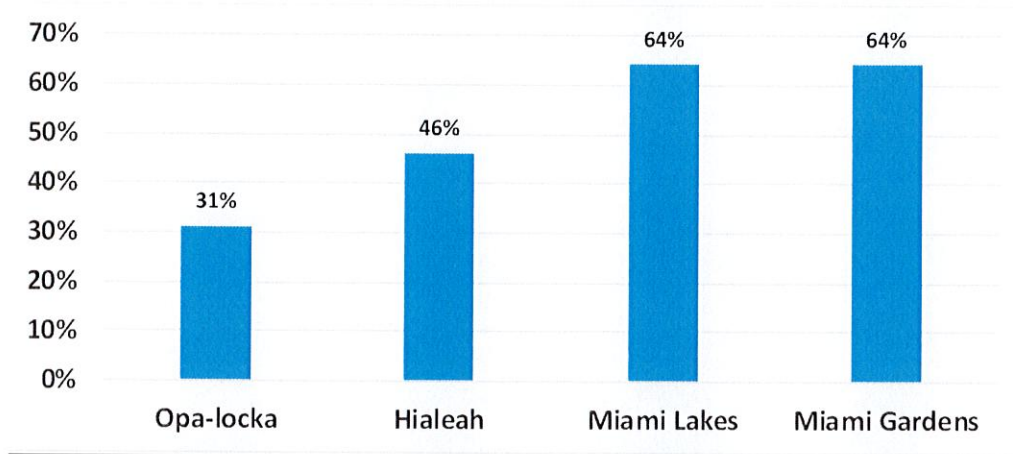
Percentage Of Population Between Ages Of 18 & 64



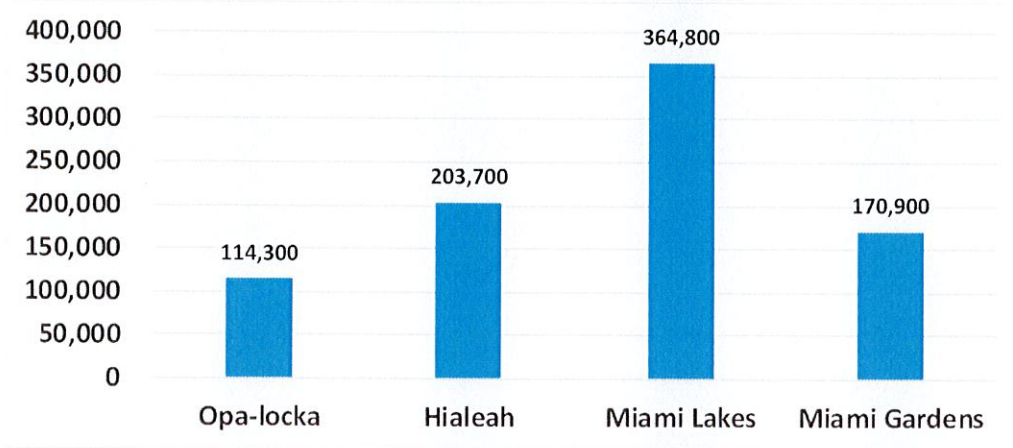


## Miscellaneous Statistics – Continued

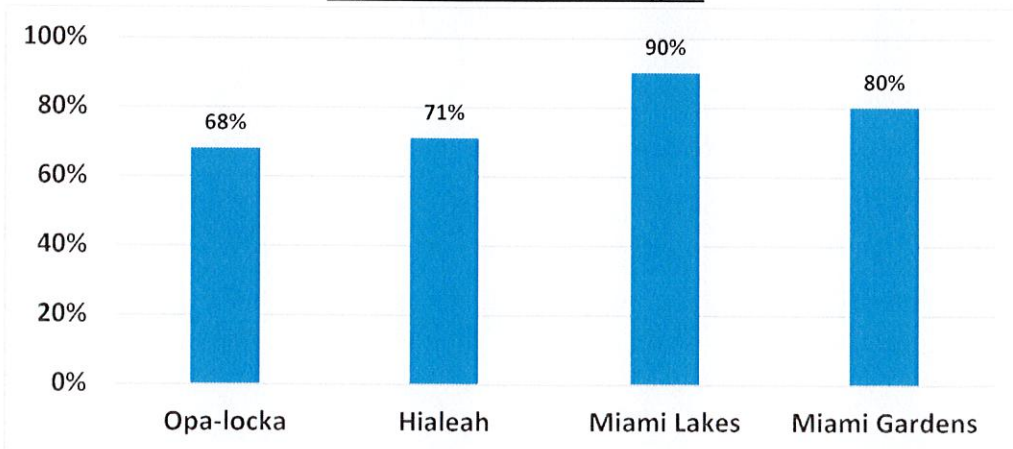
Percentage of Residences Occupied By Owner



Median Value Of Owner Occupied Residences



High School Graduate Or higher

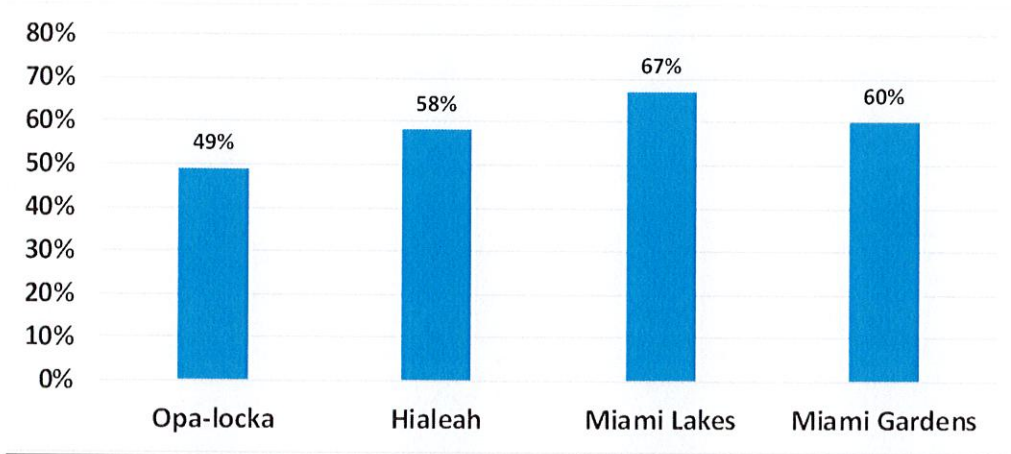




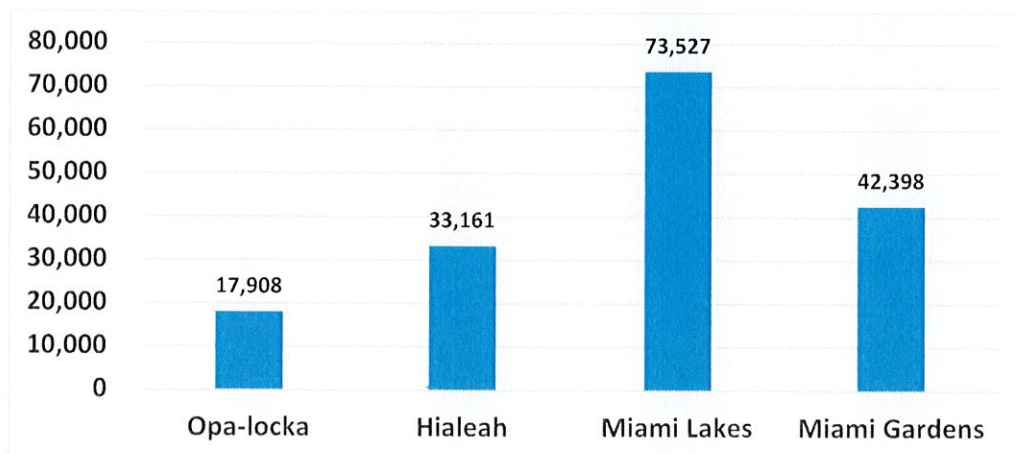


## Miscellaneous Statistics – Continued

### 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 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 debt 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 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  $\frac{1}{2}$  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 in 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 in 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 of 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 1<sup>st</sup>, 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 1<sup>st</sup>, 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 1<sup>st</sup>, 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 1<sup>st</sup> 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 1<sup>st</sup> 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 spending 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.

Law Enforcement Training Trust Fund – Surcharge on County court costs to provide training funds for the Police Department

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).

### 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:

	<u>2011 Bond</u>	<u>2015 Note</u>	<u>Total</u>
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 funds in this category:

Water-Sewer Operating 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 provides funds not required for operations to the Water-Sewer CIP Fund.

Water-Sewer CIP Fund – Utilizes grants, loans and surplus funds provided the by Water-Sewer Operating Fund to invest in water and sewer infrastructure projects.

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. Also provides funds not required for operations to the Stormwater CIP Fund.

Stormwater CIP Fund – Utilizes grants, loans and surplus funds provided the by Stormwater Operating Fund to invest in water and sewer infrastructure projects.

### **Blended Component Unit**

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. This fund is an independent government agency governed by the CRA Board rather than the City Commission.





## **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 other 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





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**City-Wide - Summary**

	FY 21	FY 22			FY 23	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b><u>Funding</u></b>						
Revenue - Ex Grants	33,850,516	35,023,249	37,593,977	2,570,729	38,594,491	1,000,514
Grants	4,315,543	7,740,663	10,476,482	2,735,819	9,192,225	(1,284,257)
<b>Total Revenue</b>	<b>38,166,059</b>	<b>42,763,912</b>	<b>48,070,459</b>	<b>5,306,548</b>	<b>47,786,716</b>	<b>(283,743)</b>
Loans	-	1,735,000	-	(1,735,000)	3,759,118	3,759,118
<b>Total</b>	<b>38,166,059</b>	<b>44,498,912</b>	<b>48,070,459</b>	<b>3,571,548</b>	<b>51,545,834</b>	<b>3,475,375</b>
Transfers-In	8,239,101	14,028,543	12,123,203	(1,905,340)	20,583,760	8,460,557
<b>Total Funding</b>	<b>46,405,159</b>	<b>58,527,455</b>	<b>60,193,662</b>	<b>1,666,207</b>	<b>72,129,594</b>	<b>11,935,932</b>
<b><u>Expenditure</u></b>						
Salaries	7,804,715	8,886,366	7,875,316	(1,011,050)	11,139,784	3,264,468
Benefits	2,792,038	3,321,036	2,803,469	(517,567)	4,292,585	1,489,116
<b>Total Compensation</b>	<b>10,596,754</b>	<b>12,207,402</b>	<b>10,678,785</b>	<b>(1,528,617)</b>	<b>15,432,369</b>	<b>4,753,584</b>
Operating Expense	14,840,452	18,763,719	16,619,840	(2,143,879)	17,509,414	889,573
Other Uses	2,295,574	1,762,700	1,711,100	(51,600)	1,091,696	(619,404)
Capital	2,130,267	11,785,778	8,104,383	(3,681,395)	25,505,850	17,401,467
Debt Service	3,033,742	3,054,343	2,903,897	(150,446)	3,120,222	216,325
Contingency	(150)	1,547,022	1,211,297	(335,725)	1,700,000	488,703
<b>Total Expense Ex Transfer-Out</b>	<b>32,896,638</b>	<b>49,120,964</b>	<b>41,229,302</b>	<b>(7,891,662)</b>	<b>64,359,551</b>	<b>23,130,248</b>
Transfer Out	8,239,101	14,028,543	12,123,203	(1,905,340)	20,583,760	8,460,557
<b>Total Expense</b>	<b>41,135,739</b>	<b>63,149,507</b>	<b>53,352,505</b>	<b>(9,797,003)</b>	<b>84,943,311</b>	<b>31,590,806</b>
<b>Add't To / (Use Of) Fund Balance</b>	<b>5,269,420</b>	<b>(4,622,053)</b>	<b>6,841,157</b>	<b>11,463,210</b>	<b>(12,813,717)</b>	<b>(19,654,874)</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Citywide - By Fund**

	FY 21	FY 22			FY 23	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>Revenue</b>						
General Fund	20,824,954	16,637,558	18,192,795	1,555,237	20,253,644	2,060,849
CRA Fund	1,046,910	1,303,463	1,303,463	-	-	(1,303,463)
Debt Service Fund	4,116,647	3,926,911	4,405,000	478,089	4,515,900	110,900
Safe Neighborhood CIP Funding	677,917	2,156,771	1,537,992	(618,779)	1,138,278	(399,714)
People's Transportation Fund	723,778	950,000	716,626	(233,374)	1,044,777	328,151
Town Center Fund	383,575	350,200	390,205	40,005	480,385	90,180
LETTF Training Fund	1,132	-	1,000	-	1,000	-
Special Law Enforcement Fund	1,351	45,000	45,000	-	-	(45,000)
<b>Total Governmental Funds</b>	<b>27,776,265</b>	<b>25,369,903</b>	<b>26,592,080</b>	<b>1,221,178</b>	<b>27,433,984</b>	<b>841,904</b>
Water-Sewer Op Fund	9,434,631	10,025,825	10,384,389	358,564	10,590,507	206,118
Stormwater Op Fund	955,163	1,900,000	1,984,000	84,000	1,926,000	(58,000)
Water-Sewer CIP Fund	-	596,577	259,852	(336,725)	836,225	576,373
Stormwater CIP Fund	-	893,076	893,076	-	7,000,000	6,106,924
<b>Total Proprietary Funds</b>	<b>10,389,794</b>	<b>13,415,478</b>	<b>13,521,317</b>	<b>105,839</b>	<b>20,352,732</b>	<b>6,831,415</b>
ARPA	-	3,978,531	7,957,062	3,978,531	-	(7,957,062)
<b>Total Revenue All Funds</b>	<b>38,166,059</b>	<b>42,763,912</b>	<b>48,070,459</b>	<b>5,305,548</b>	<b>47,786,716</b>	<b>(283,743)</b>
<b>Loans</b>	<b>-</b>	<b>935,000</b>	<b>-</b>	<b>(935,000)</b>	<b>3,759,118</b>	<b>3,759,118</b>
<b>Transfers In</b>	<b>8,239,101</b>	<b>14,028,543</b>	<b>12,123,203</b>	<b>(1,905,341)</b>	<b>20,583,760</b>	<b>8,569,126</b>
<b>Total Citywide Funding</b>	<b>46,405,159</b>	<b>57,727,455</b>	<b>60,193,662</b>	<b>2,465,207</b>	<b>72,129,594</b>	<b>12,044,501</b>
<b>Expenditure (Ex Transfers Out)</b>						
General Fund	15,022,003	17,829,105	15,703,330	(2,125,775)	21,382,435	5,679,105
CRA Fund	173,716	1,219,942	1,194,894	(25,047)	-	-
Debt Service Fund	1,209,896	1,257,343	1,257,343	-	1,324,871	67,528
Safe Neighborhood CIP Fund	870,305	4,565,146	3,027,970	(1,537,176)	4,090,686	1,062,716
Peoples' Transportation Fund	1,614,648	1,364,850	839,850	(525,000)	1,044,777	204,927
Town Center Fund	692,643	821,600	774,281	(47,319)	749,479	(24,802)
LETTF Training Fund	-	-	-	-	50,000	50,000
Special Law Enforcement Fund	98,008	55,000	-	(55,000)	55,000	55,000
Risk Internal Services Fund	2,837,748	3,046,940	2,952,124	(94,816)	2,905,632	(46,492)
IT Internal Service Fund	552,983	1,228,130	1,085,098	(143,032)	1,732,191	647,093
<b>Total Governmental Funds</b>	<b>23,071,951</b>	<b>31,388,055</b>	<b>26,834,891</b>	<b>(4,553,165)</b>	<b>33,335,071</b>	<b>7,695,075</b>
Water-Sewer Fund	9,329,278	11,062,177	10,065,571	(996,607)	9,681,399	(384,172)
Stormwater Fund	495,409	1,132,595	1,062,429	(70,166)	1,143,737	81,308
Water-Sewer CIP Fund	-	2,580,352	1,308,627	(1,271,725)	6,845,343	5,536,716
Stormwater CIP Fund	-	2,957,785	1,957,785	(1,000,000)	12,954,001	10,996,216
<b>Total Proprietary Funds</b>	<b>9,824,687</b>	<b>17,732,909</b>	<b>14,394,411</b>	<b>(3,338,497)</b>	<b>30,624,480</b>	<b>16,230,068</b>
ARPA	-	-	-	-	400,000	400,000
<b>Total Exp - Ex Transfer Out</b>	<b>32,896,638</b>	<b>49,120,964</b>	<b>41,229,302</b>	<b>(7,891,663)</b>	<b>64,359,551</b>	<b>24,325,143</b>
<b>Transfers Out</b>	<b>8,239,101</b>	<b>14,028,543</b>	<b>12,123,203</b>	<b>(1,905,341)</b>	<b>20,583,760</b>	<b>8,569,126</b>
<b>Total Citywide Expenditure</b>	<b>41,135,739</b>	<b>63,149,507</b>	<b>53,352,505</b>	<b>(9,797,003)</b>	<b>84,943,311</b>	<b>32,894,269</b>
<b>Add't To / (Use Of) Fund Bal</b>	<b>5,269,420</b>	<b>(5,422,053)</b>	<b>6,841,157</b>	<b>12,262,210</b>	<b>(12,813,717)</b>	<b>(20,849,768)</b>



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

<b>Staffing</b>										
	FY 20		FY 21		FY 22		FY 23		Incr / (Decr)	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
<b><u>Governmental Funds</u></b>										
City Manager	5.0	-	5.0	-	7.0	1.0	7.0	-	-	(1.0)
City Clerk	4.0	-	4.0	-	4.0	-	5.0	-	1.0	-
HR	2.0	-	2.0	-	3.0	-	4.0	-	1.0	-
Risk	1.0	-	1.0	-	1.0	-	-	-	(1.0)	-
Finance	5.0	-	8.0	-	8.0	-	10.0	-	2.0	-
IT	2.0	-	2.0	-	3.0	-	3.0	-	-	-
CD	3.6	-	3.6	-	3.6	-	4.3	-	0.7	-
Building & License	3.8	4.0	3.8	4.0	7.2	4.0	10.0	4.0	2.8	-
Parks & Recreation	7.0	-	9.0	-	8.0	15.0	8.0	13.0	-	(2.0)
Police										
Sworn	43.0	-	44.0	-	47.0	-	47.0	-	-	-
Other	8.0	11.0	8.0	11.0	11.0	11.0	12.0	14.0	1.0	3.0
Code	6.0		6.0	-	7.0	-	7.0	-	-	-
Building & Grounds Maint	3.5		3.5	-	4.5	-	7.0	1.0	2.5	1.0
Public Works									-	-
Admin	4.0		4.0	-	5.0	-	6.0	-	1.0	-
Streets / Illegal Dumping	5.5		6.5	-	12.5	-	13.0	-	0.5	-
Vehicle Maint	3.7		3.7	-	3.7	-	3.0	-	(0.7)	-
Town Center	1.0	-	1.0	-	-	-	-	-	-	-
<b>Total Gov Funds</b>	<b>108.1</b>	<b>15.0</b>	<b>115.1</b>	<b>15.0</b>	<b>135.5</b>	<b>31.0</b>	<b>146.3</b>	<b>32.0</b>	<b>10.8</b>	<b>1.0</b>
<b><u>Enterprise Funds</u></b>										
Utility Bill/Cust Svc	4.0	2.0	4.0	1.0	5.0	-	5.0	-	-	-
Meters / Line Maint	3.0	-	4.2	-	4.2	-	4.3	-	-	-
Water	3.0	-	4.0	-	4.5	-	4.5	-	-	-
Sewer	3.0	-	5.3	-	5.7	-	8.8	-	3.0	-
CIP	2.0		1.5	-	1.5	-	3.0	-	1.5	-
Stormwater	1.0	-	3.6	-	3.6	-	4.6	-	1.0	-
<b>Total Ent Funds</b>	<b>16.0</b>	<b>2.0</b>	<b>22.5</b>	<b>1.0</b>	<b>24.4</b>	<b>-</b>	<b>30.0</b>	<b>-</b>	<b>5.5</b>	<b>-</b>
<b>Total City</b>	<b>124.1</b>	<b>17.0</b>	<b>137.6</b>	<b>16.0</b>	<b>159.9</b>	<b>31.0</b>	<b>176.3</b>	<b>32.0</b>	<b>16.3</b>	<b>1.0</b>
<b>CRA</b>	<b>0.4</b>	<b>-</b>	<b>0.4</b>	<b>-</b>	<b>2.0</b>	<b>-</b>	<b>2.3</b>	<b>-</b>	<b>0.3</b>	<b>-</b>



# General Fund Summary







**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**General Fund Summary**

	FY 21	FY 22			FY 23	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b><u>Funding</u></b>						
<b><u>Revenue</u></b>						
Ad Valorem	10,972,104	11,197,758	11,197,758	-	12,625,742	1,427,984
Utility Taxes	49,873	50,000	50,000	-	51,500	1,500
Franchise Fees	1,850,590	1,877,500	2,118,291	240,791	2,181,840	63,549
Licenses	116,299	218,500	236,000	17,500	243,080	7,080
Permits	1,897,083	1,099,000	1,557,175	458,175	1,603,890	46,715
Charges For Services	76,669	78,250	101,680	23,430	104,730	3,050
Fines & Forfeitures	1,578,861	1,711,000	2,042,725	331,725	2,754,485	711,760
Other Revenue	362,983	242,800	775,666	532,866	374,877	(400,790)
Grants & Donations	3,920,492	162,750	113,500	(49,250)	313,500	200,000
<b>Total Revenue</b>	<b>20,824,954</b>	<b>16,637,558</b>	<b>18,192,795</b>	<b>1,555,237</b>	<b>20,253,644</b>	<b>2,060,849</b>
Transfer In	3,479,053	3,388,842	3,814,991	426,149	4,099,175	284,184
<b>Total Funding</b>	<b>24,304,007</b>	<b>20,026,400</b>	<b>22,007,786</b>	<b>1,981,386</b>	<b>24,352,819</b>	<b>2,345,033</b>
<b><u>Expenditure</u></b>						
Salaries	6,884,465	7,526,665	6,936,496	(590,169)	9,627,848	2,691,352
Benefits	2,488,984	2,836,653	2,493,870	(342,782)	3,749,448	1,255,578
<b>Total Compensation</b>	<b>9,373,449</b>	<b>10,363,318</b>	<b>9,430,366</b>	<b>(932,951)</b>	<b>13,377,296</b>	<b>3,946,930</b>
Operating Expense	2,974,298	5,222,136	4,161,199	(1,060,937)	5,144,620	983,421
Other Uses	2,283,654	702,700	699,200	(3,500)	1,062,796	363,596
Capital	390,753	538,910	410,523	(128,387)	547,723	137,200
Contingency	(150)	1,002,041	1,002,041	-	1,250,000	247,959
<b>Total Expense Ex Transfer Out</b>	<b>15,022,003</b>	<b>17,829,105</b>	<b>15,703,330</b>	<b>(2,125,775)</b>	<b>21,382,435</b>	<b>5,679,105</b>
Transfer Out	4,044,111	6,699,825	5,407,370	(1,292,455)	7,369,101	1,961,732
<b>Total Expense</b>	<b>19,066,115</b>	<b>24,528,930</b>	<b>21,110,700</b>	<b>(3,418,231)</b>	<b>28,751,537</b>	<b>7,640,837</b>
<b>(Use Of)/Add To Fund Balance</b>	<b>5,237,892</b>	<b>(4,502,530)</b>	<b>897,087</b>	<b>5,399,617</b>	<b>(4,398,717)</b>	<b>(5,295,804)</b>
<b><u>Fund Balance - Unassigned</u></b>						
<b>Beginning</b>	<b>4,517,751</b>	<b>9,755,642</b>	<b>9,755,642</b>	<b>-</b>	<b>10,652,729</b>	<b>897,087</b>
(Use Of)/Add To Fund Balance	5,237,892	(4,502,530)	897,087	5,399,617	(4,398,717)	(5,295,804)
<b>Ending</b>	<b>9,755,642</b>	<b>5,253,112</b>	<b>10,652,729</b>	<b>5,399,617</b>	<b>6,254,012</b>	<b>(4,398,717)</b>



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**General Fund - Funding**

001		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>Funding Summary</b>						
	<b>Revenue</b>						
	Ad Valorem	10,972,104	11,197,758	11,197,758	-	12,625,742	1,427,984
	Utility Taxes	49,873	50,000	50,000	-	51,500	1,500
	Franchise Fees	1,850,590	1,877,500	2,118,291	240,791	2,181,840	63,549
	Licenses	116,299	218,500	236,000	17,500	243,080	7,080
	Permits	1,897,083	1,099,000	1,557,175	458,175	1,603,890	46,715
	Charges For Services	76,669	78,250	101,680	23,430	104,730	3,050
	Fines & Forfeitures	1,578,861	1,711,000	2,042,725	331,725	2,754,485	711,760
	Other	362,983	242,800	775,666	532,866	374,877	(400,790)
	Grants & Donations	3,920,492	162,750	113,500	(49,250)	313,500	200,000
	<b>Total Revenue</b>	<b>20,824,954</b>	<b>16,637,558</b>	<b>18,192,795</b>	<b>1,555,237</b>	<b>20,253,644</b>	<b>2,060,849</b>
	Transfers-In	3,456,891	3,388,842	3,792,737	403,895	4,070,289	277,552
	<b>Total Funding</b>	<b>24,281,845</b>	<b>20,026,400</b>	<b>21,985,532</b>	<b>1,959,132</b>	<b>24,323,932</b>	<b>2,338,401</b>
	<b>Funding Detail</b>						
311100	<b>Ad Valorem Taxes</b>	<b>10,972,104</b>	<b>11,197,758</b>	<b>11,197,758</b>	<b>-</b>	<b>12,625,742</b>	<b>1,427,984</b>
	<b>Utility Taxes</b>						
314400	Utility Tax - City Gas	49,873	-	50,000	50,000	51,500	1,500
314900	Utility Tax - Other	-	50,000	-	(50,000)	-	-
	<b>Total Utility Taxes</b>	<b>49,873</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>51,500</b>	<b>1,500</b>
	<b>Franchise Fees</b>						
313100	Franchise Fee - F.P.L.	1,188,041	1,150,000	1,250,000	100,000	1,287,500	37,500
313111	Franchise Fee - Great Waste	198,076	210,000	230,000	20,000	236,900	6,900
313170	Franchise Fee-Commercial Waste	426,707	510,000	600,000	90,000	618,000	18,000
313600	Franchise Fee - Bench Ads	-	5,000	-	(5,000)	-	-
313700	Franchise Fee - BFI	-	-	-	-	-	-
369906	Nu-Way Towing Services Inc	2,000	-	1,500	1,500	1,545	45
369907	Sunshine Towing Inc	5,750	2,500	3,500	1,000	3,605	105
369908	Dolphin Towing & Recovery	2,350	-	2,500	2,500	2,575	75
369909	Downtown Towing Company	5,175	-	3,000	3,000	3,090	90
	<b>Total Franchise Fees</b>	<b>1,850,590</b>	<b>1,877,500</b>	<b>2,118,291</b>	<b>240,791</b>	<b>2,181,840</b>	<b>63,549</b>
	<b>Licenses</b>						
321050	Occupation Licenses - City	24,255	160,000	175,000	15,000	180,250	5,250
321150	Occupation Licenses-Field Inspection	3,921	3,500	3,500	-	3,605	105
321200	Occupation Licenses-Late Penalty	28,507	10,000	27,000	17,000	27,810	810
322310	Contractor Licenses	14,075	4,500	5,000	500	5,150	150
335140	Mobile Home Licenses	7,871	8,000	-	(8,000)	-	-
335150	Alcoholic Beverages	13,366	12,500	12,500	-	12,875	375
338200	Occupation Licenses - County	24,304	20,000	13,000	(7,000)	13,390	390
	<b>Total Licenses</b>	<b>116,299</b>	<b>218,500</b>	<b>236,000</b>	<b>17,500</b>	<b>243,080</b>	<b>7,080</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**General Fund - Funding**

001		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Permits</u></b>						
322110	Building Permits	1,586,490	800,000	1,200,000	400,000	1,236,000	36,000
322130	Alarm Registration Fees	-	-	175	175	180	5
322200	Electrical Permits	64,196	40,000	70,000	30,000	72,100	2,100
322300	Plumbing Permits	53,529	40,000	70,000	30,000	72,100	2,100
322301	Mechanical Permits	53,919	15,000	19,000	4,000	19,570	570
322400	Certificate Of Occupancy	7,518	5,000	11,000	6,000	11,330	330
322410	Certificate Of Use	22,660	135,000	120,000	(15,000)	123,600	3,600
322500	Landlord Permits	106,451	60,000	55,000	(5,000)	56,650	1,650
322600	Special Event Permits	2,320	4,000	12,000	8,000	12,360	360
	<b>Total Permits</b>	<b>1,897,083</b>	<b>1,099,000</b>	<b>1,557,175</b>	<b>458,175</b>	<b>1,603,890</b>	<b>46,715</b>
	<b><u>Services</u></b>						
341200	Zoning & Subdivision Fees	44,060	40,000	28,000	(12,000)	28,840	840
341299	CRA Fees	-	-	-	-	-	-
341300	Xerox Copies	5,799	1,500	1,500	-	1,545	45
341400	Notary Fees	50	250	150	(100)	155	5
343299	Other Public Works Revenue	-	-	-	-	-	-
347210	Recreation Activity Fees	910	6,000	8,500	2,500	8,755	255
347230	Rental Of Park Facilities Fees	3,765	6,000	8,500	2,500	8,755	255
347250	Summer Program Receipts	4,240	5,000	3,000	(2,000)	3,090	90
347270	Recreation Football Program	5,600	6,000	250	(5,750)	258	8
347321	Pool Facility Revenue	-	-	-	-	-	-
354110	Code Enforcement Late Fees	4,525	4,000	4,000	-	4,120	120
354111	Code Enforcement Inspection Fees	3,825	3,000	3,000	-	3,090	90
354112	Code Enforcement Postage Fees	1,728	1,500	1,500	-	1,545	45
354115	Code Enforcement Landlord/Tenant	-	-	-	-	-	-
354116	Code Enforcement Release Fees	970	1,500	1,500	-	1,545	45
354120	Code Enforcement Board Admin Fee	1,197	1,500	1,500	-	1,545	45
369970	Qualifying Fees	-	2,000	40,280	38,280	41,488	1,208
	<b>Total Charges For Services</b>	<b>76,669</b>	<b>78,250</b>	<b>101,680</b>	<b>23,430</b>	<b>104,730</b>	<b>3,050</b>
	<b><u>Fines &amp; Forfeitures</u></b>						
351100	Court Fines - County	50,425	225,000	260,000	35,000	267,800	7,800
354100	Local Ordinance Violations	-	50,000	70,000	20,000	72,100	2,100
354108	Code Enforce Amnesty App Fee	1,400	1,000	1,000	-	1,030	30
354109	Code Enforce Citation	278,000	50,000	-	(50,000)	-	-
354113	Code Enforcement Nuisance Abatement	-	-	-	-	-	-
354140	Red Light Camera Fines	1,196,995	1,350,000	1,650,725	300,725	2,350,725	700,000
369960	Lien Search & Release Charges	52,041	35,000	61,000	26,000	62,830	1,830
	<b>Total Fines &amp; Forfeitures</b>	<b>1,578,861</b>	<b>1,711,000</b>	<b>2,042,725</b>	<b>331,725</b>	<b>2,754,485</b>	<b>711,760</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**General Fund - Funding**

001		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>Other</b>						
337600	County School Program Police	9,256	-	-	-	-	-
338110	School Crossing Guard Program	16,641	35,000	19,000	(16,000)	19,570	570
338400	Police Operations Share	3,785	2,500	12,000	9,500	12,360	360
342100	Police A/R & O/R	19,463	12,000	6,000	(6,000)	6,180	180
342120	Off-Duty Revenue	111,848	100,000	105,000	5,000	108,150	3,150
359120	Returned Check Penalties	179	200	100	(100)	103	3
362100	Lease & Rental Income	24,053	44,400	2,400	(42,000)	1,400	(1,000)
364100	Sale Of Fixed Assets	57,000	-	459,216	459,216	50,000	(409,216)
364120	Auction Proceeds	-	-	63,050	63,050	64,942	1,892
369900	Other Miscellaneous Revenue	67,850	20,000	60,000	40,000	61,800	1,800
364110	Lost Fixed Assets Insurance Reimbur	44,112	20,000	-	(20,000)	-	-
369940	Cost Reimbursements	8,770	8,000	2,000	(6,000)	2,060	60
369950	Witness Fees	26	100	100	-	103	3
371008	Teen Upward Bound (Rent)	-	-	46,500	46,500	47,900	1,400
381601	Lobbyist Registration Fee	-	600	300	(300)	309	9
	<b>Total Other</b>	<b>362,983</b>	<b>242,800</b>	<b>775,666</b>	<b>532,866</b>	<b>374,877</b>	<b>(400,790)</b>
	<b>Grants &amp; Donations</b>						
331511	Fed CARES Act - COVID-19	1,887,322	-	-	-	-	-
331512	Fed CARES Act - Reimbursement	2,002,094	-	-	-	-	-
334700	Grants	-	-	5,000	5,000	263,500	258,500
334723	County Tree (GREEN) Grant	-	50,000	-	(50,000)	50,000	50,000
334750	Grant - DOJ	31,076	108,500	108,500	-	-	(108,500)
366915	Special Events Donations	-	4,250	-	(4,250)	-	-
366999	Other Contributions & Donations	-	-	-	-	-	-
	<b>Total Grants &amp; Donations</b>	<b>3,920,492</b>	<b>162,750</b>	<b>113,500</b>	<b>(49,250)</b>	<b>313,500</b>	<b>200,000</b>
361100	Interest Earned	-	-	-	-	-	-
	<b>Total Revenue</b>	<b>20,824,954</b>	<b>16,637,558</b>	<b>18,192,795</b>	<b>1,555,237</b>	<b>20,253,644</b>	<b>2,060,849</b>
	<b>Transfer In</b>						
383031	Vehicle Maint Fees	121,594	133,732	146,507	12,775	174,968	28,461
	Admin Reimburse - Risk Mgmt	16,484	-	-	-	-	-
	Admin Reimburse - IT Services	32,968	-	-	-	-	-
389040	Water-Sewer Fund Debt Repayment	-	-	-	-	-	-
	Admin Reimburse - Water & Sewer	320,614	431,877	377,671	(54,206)	500,300	122,628
389050	Admin Reimburse - Stormwater	58,518	76,850	68,932	(7,918)	91,314	22,382
389062	Admin Reimburse - Town Center	16,484	21,648	19,418	(2,230)	25,722	6,305
	Admin Reimburse - CRA	5,640	7,123	6,762	(361)	-	(6,762)
	Transfer In - CIP Debt Service	2,906,751	2,717,612	3,195,701	478,089	3,306,871	111,170
	<b>Total Transfer-In</b>	<b>3,479,053</b>	<b>3,388,842</b>	<b>3,814,991</b>	<b>426,149</b>	<b>4,099,175</b>	<b>284,184</b>



### General Fund Expenditure

	FY 21	FY 22			FY 23	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries	6,884,465	7,526,665	6,936,496	(590,169)	9,627,848	2,691,352
Benefits	2,488,984	2,836,653	2,493,870	(342,782)	3,749,448	1,255,578
<b>Total Compensation</b>	<b>9,373,449</b>	<b>10,363,318</b>	<b>9,430,366</b>	<b>(932,951)</b>	<b>13,377,296</b>	<b>3,946,930</b>
Operating Expense	2,974,298	5,222,136	4,161,199	(1,060,937)	5,144,620	983,421
Other Uses	2,283,654	702,700	699,200	(3,500)	1,062,796	363,596
Capital	390,753	538,910	410,523	(128,387)	547,723	137,200
Contingency	(150)	1,002,041	1,002,041	-	1,250,000	247,959
<b>Total Expense Ex Transfer Out</b>	<b>15,022,003</b>	<b>17,829,105</b>	<b>15,703,330</b>	<b>(2,125,775)</b>	<b>21,382,435</b>	<b>5,679,105</b>
Transfer Out	4,044,111	6,699,825	5,407,370	(1,292,455)	7,369,101	1,961,732
<b>Total Expense</b>	<b>19,066,115</b>	<b>24,528,930</b>	<b>21,110,700</b>	<b>(3,418,231)</b>	<b>28,751,537</b>	<b>7,640,837</b>
<b><u>Expense (By Division)</u></b>						
Commission	96,635	132,107	80,642	(51,465)	265,746	185,104
City Manager	656,854	912,518	785,527	(126,992)	828,771	43,244
Non-Department	2,655,342	1,265,235	1,102,458	(162,777)	1,458,482	356,024
Clerk	350,609	429,661	418,736	(10,925)	485,528	66,792
Attorney	352,948	645,000	372,000	(273,000)	442,000	70,000
Finance	676,765	1,050,717	838,046	(212,671)	1,391,675	553,629
Human Resources	305,822	424,360	378,847	(45,513)	393,188	14,341
Planning & Community Dev	257,214	384,611	369,112	(15,499)	504,161	135,049
Building & Licenses	449,131	670,786	598,912	(71,874)	864,638	265,726
Parks & Recreation	739,981	1,251,418	1,008,624	(242,794)	1,142,752	134,128
Police	5,696,882	6,164,074	5,560,747	(603,327)	7,723,399	2,162,652
Code Enforcement	300,928	340,286	278,994	(61,291)	495,488	216,494
PW - Admin	331,698	456,682	447,661	(9,021)	580,656	132,995
PW - Bldg Maintenance	666,743	593,750	530,907	(62,843)	935,063	404,156
PW - Streets	803,539	1,170,299	1,108,767	(61,532)	1,772,966	664,199
PW - Trash	108,972	185,832	111,311	(74,521)	-	(111,311)
PW - Vehicle Maintenance	571,941	749,728	709,996	(39,732)	847,922	137,926
Contingency	-	1,002,041	1,002,041	-	1,250,000	247,959
Transfer-Out	4,044,111	6,699,825	5,407,370	(1,292,455)	7,369,101	1,961,732
<b>Total Expense</b>	<b>19,066,115</b>	<b>24,528,930</b>	<b>21,110,700</b>	<b>(3,418,231)</b>	<b>28,751,537</b>	<b>7,640,837</b>



# General Fund Divisions





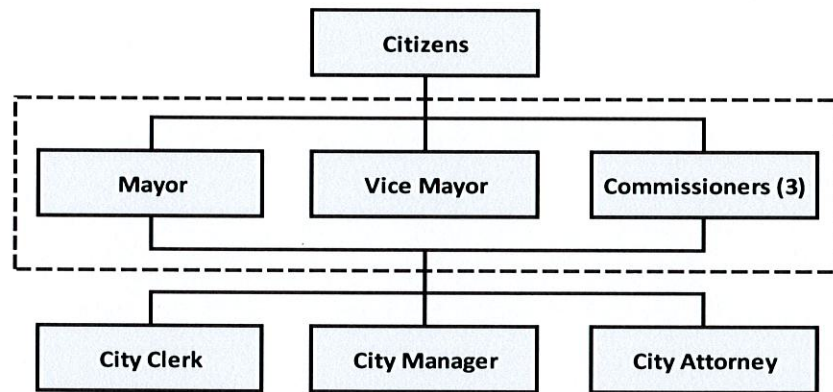
# City Commission





## CITY COMMISSION

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



**Goal** – A safe, law abiding, affordable, 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.



**FISCAL YEAR 2023  
ANNUAL PROPOSED OPERATING BUDGET**

**Commission**

10		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>Salaries</b>						
511110	Salaries - Executive	32,993	33,035	32,528	(507)	92,000	59,472
	<b>Total Salaries</b>	<b>32,993</b>	<b>33,035</b>	<b>32,528</b>	<b>(507)</b>	<b>92,000</b>	<b>59,472</b>
	<b>Benefits</b>						
511210	FICA	2,524	2,530	2,490	(40)	7,038	4,548
511220	Retirement	12,837	16,987	16,724	(263)	52,440	35,716
511230	Life And Health Insurance	40,342	33,456	-	(33,456)	21,268	21,268
	<b>Total Benefits</b>	<b>55,703</b>	<b>52,972</b>	<b>19,214</b>	<b>(33,758)</b>	<b>80,746</b>	<b>61,532</b>
	<b>Total Compensation</b>	<b>88,696</b>	<b>86,007</b>	<b>51,742</b>	<b>(34,265)</b>	<b>172,746</b>	<b>121,004</b>
	<b>Operating Expense</b>						
511306	Monthly Allowance - Mayor	-	2,400	500	(1,900)	2,400	1,900
511307	Monthly Allowance - Commission	385	9,600	3,000	(6,600)	9,600	6,600
511341	Recruiting	-	-	-	-	-	-
51140X	Travel	3,364	9,000	5,000	(4,000)	10,000	5,000
511482	State Of The City	-	10,000	10,000	-	5,000	(5,000)
511493	General Expenses	492	2,000	1,000	(1,000)	2,000	1,000
511510	Office Supplies	618	1,200	-	(1,200)	1,000	1,000
511520	Operating Supplies	-	-	-	-	-	-
511521	Clothing / Uniforms	993	1,000	500	(500)	2,000	1,500
511540	Pubs/Subs/Membership	622	1,900	1,900	-	2,000	100
511542	Employee Training	-	4,000	2,000	(2,000)	4,000	2,000
511545	Scholarship	1,465	5,000	5,000	-	5,000	-
572403	Special Events	-	-	-	-	50,000	50,000
	<b>Total Operating Expense</b>	<b>7,939</b>	<b>46,100</b>	<b>28,900</b>	<b>(17,200)</b>	<b>93,000</b>	<b>64,100</b>
	<b>Capital</b>						
511642	Office Furniture & Equipment	-	-	-	-	-	-
511646	Computer	-	-	-	-	-	-
	<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Expense</b>	<b>96,635</b>	<b>132,107</b>	<b>80,642</b>	<b>(51,465)</b>	<b>265,746</b>	<b>185,104</b>





### 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	Trips to Tallahassee, elected official training sites, conferences and elsewhere as appropriate	10,000
State of the City	Presentation to the public in regard to City progress and future goals. Rented equipment, public relations and refreshments for the public	500
General Expenses	Miscellaneous unanticipated requirements	1,000
Office Supplies	Miscellaneous office materials supporting Commission requirements	1,000
Clothing / Uniforms	Miscellaneous branded clothing, primarily shirts, worn when representing the City	1,500
Pubs/Subs/Memberships	Elected official organization memberships	2,000
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
Special Events	Each Commissioner authorized to spend \$10,000 for special events not included in the Parks & Recreation schedule of special events	50,000

# City Manager



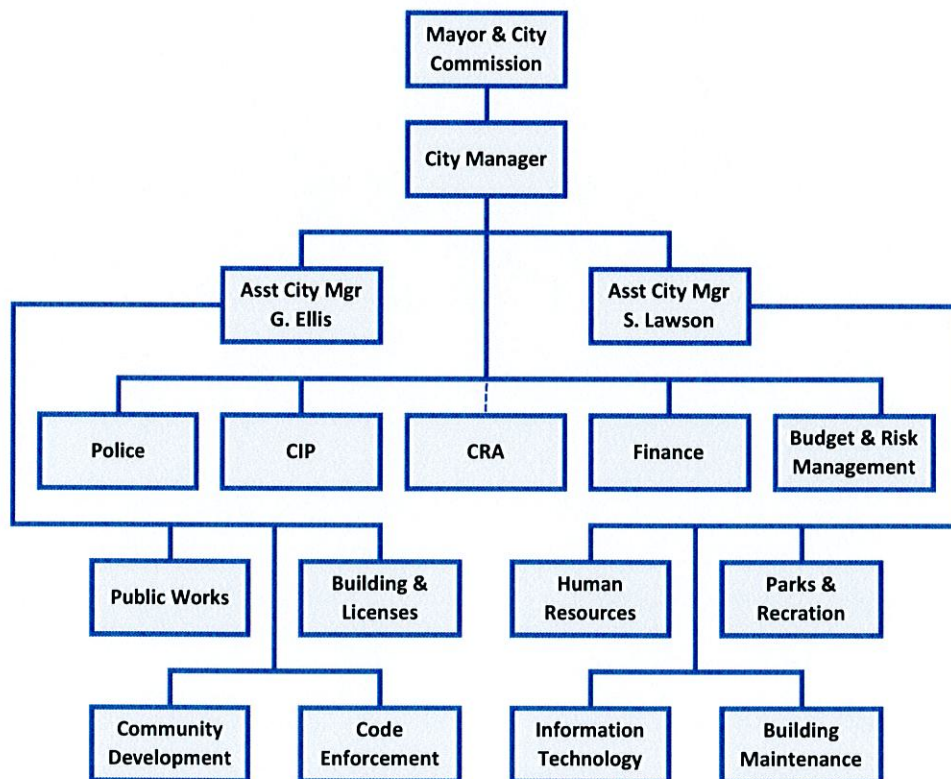


## CITY MANAGER

**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 performs other duties which are required by ordinances and resolutions of the City Commission. The City Manager develops programs to implement the policies and Strategic Plan established by the City Commission.

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



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





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**City Manager**

12		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
512110	Salaries - Executive	276,174	331,170	331,880	710	364,558	32,678
512120	Salaries - Regular	172,745	279,289	223,996	(55,293)	242,173	18,177
512130	Salaries - Part-Time	-	47,358	22,369	(24,989)	-	(22,369)
512140	Salaries - Overtime	276	200	200	-	200	-
	<b>Total Salaries</b>	<b>449,195</b>	<b>658,017</b>	<b>578,445</b>	<b>(79,572)</b>	<b>606,931</b>	<b>28,486</b>
	<b><u>Benefits</u></b>						
512210	FICA	31,480	47,603	44,251	(3,352)	44,558	307
512220	Retirement	107,825	94,267	87,004	(7,263)	100,995	13,991
512230	Life And Health Insurance	51,100	57,941	47,067	(10,874)	48,587	1,520
	<b>Total Benefits</b>	<b>190,405</b>	<b>199,811</b>	<b>178,322</b>	<b>(21,490)</b>	<b>194,140</b>	<b>15,818</b>
	<b>Total Compensation</b>	<b>639,600</b>	<b>857,828</b>	<b>756,767</b>	<b>(101,062)</b>	<b>801,071</b>	<b>44,304</b>
	<b><u>Operating Expense</u></b>						
512340	Other Contract Services	-	15,600	7,000	(8,600)	-	(7,000)
512400	Travel & Per Diem	677	5,000	3,500	(1,500)	6,500	3,000
512420	Postage & Freight	179	500	500	-	700	200
512493	General Expense	-	2,000	1,000	(1,000)	2,000	1,000
512510	Office Supplies	5,490	4,000	4,000	-	4,000	-
519540	Pubs/Subscriptions/Member	6,468	7,830	8,000	170	8,000	-
512541	Educational Costs	4,440	15,000	1,500	(13,500)	5,000	3,500
	<b>Total Operating Expense</b>	<b>17,254</b>	<b>49,930</b>	<b>25,500</b>	<b>(24,430)</b>	<b>26,200</b>	<b>700</b>
	<b><u>Capital</u></b>						
512642	Furniture & Fixtures	-	2,500	1,000	(1,500)	1,500	500
512646	Computer	-	2,260	2,260	-	-	(2,260)
	<b>Total Capital</b>	<b>-</b>	<b>4,760</b>	<b>3,260</b>	<b>(1,500)</b>	<b>1,500</b>	<b>(1,760)</b>
	<b>Total Expense</b>	<b>656,854</b>	<b>912,518</b>	<b>785,527</b>	<b>(126,992)</b>	<b>828,771</b>	<b>43,244</b>



### City Manager - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Travel & Per Diem	Travel to Tallahassee, training sites, professional conferences and elsewhere as appropriate	6,500
Postage & Freight	Miscellaneous	700
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	994
	<b>Total</b>	<b>8,000</b>
Education	Professional Development – City Manager Office staff	5,000
Furniture	City Manager Office staff requirements	1,500

# 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 23 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



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Non-Department**

19		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Operating Expense</u></b>						
519312	Other Professional Services	185,205	300,500	211,500	(89,000)	310,000	98,500
519430	Electric Gas Water	150,935	193,535	124,366	(69,169)	124,297	(69)
519440	Rentals & Leases	28,564	41,800	40,692	(1,108)	44,188	3,496
519461	Repair & Maintenance - Bldg	1,640	-	-	-	-	-
515491	Other Advertising	-	10,000	10,000	-	10,300	300
519493	General Expenses	4,069	16,700	16,700	-	6,901	(9,799)
519540	Pubs/Subscriptions/Memberships	1,275	-	-	-	-	-
	<b>Total Operating Expense</b>	<b>371,688</b>	<b>562,535</b>	<b>403,258</b>	<b>(159,277)</b>	<b>495,686</b>	<b>92,428</b>
	<b><u>Other Uses</u></b>						
525380	CARES Grocery Gift Card	1,636,413	-	-	-	-	-
525381	CARES Other Contract Services	178,919	-	-	-	-	-
525383	CARES Other Programs	40,005	-	-	-	-	-
581922	Employee Leave Payout - Wages	-	237,000	237,000	-	200,000	(37,000)
581928	Employee Leave Payout - FICA/Med	-	19,200	19,200	-	20,000	800
581929	Employee Leave Payout - Retire	-	29,800	29,800	-	26,200	(3,600)
512497	Red Light Camera Service (ATS)	389,392	392,000	392,000	-	694,760	302,760
519997	Tax Payments	38,925	24,700	21,200	(3,500)	21,836	636
	<b>Total Other Uses</b>	<b>2,283,654</b>	<b>702,700</b>	<b>699,200</b>	<b>(3,500)</b>	<b>962,796</b>	<b>263,596</b>
	<b><u>Contingency</u></b>						
519390	Contingency	-	1,002,041	1,002,041	-	1,250,000	247,959
	<b>Total Contingency</b>	<b>-</b>	<b>1,002,041</b>	<b>1,002,041</b>	<b>-</b>	<b>1,250,000</b>	<b>247,959</b>
	<b>Total Expense Ex Transfer Out</b>	<b>2,655,342</b>	<b>2,267,276</b>	<b>2,104,499</b>	<b>(162,777)</b>	<b>2,708,482</b>	<b>603,983</b>
	<b><u>Transfer Out</u></b>						
519441	Information Tech Charges	528,596	1,033,195	923,097	(110,098)	1,490,375	567,278
519442	Risk Management Charges	2,297,117	2,491,046	2,409,742	(81,304)	2,372,109	(37,633)
581320	Transfer Out - Safe Neigh CIP	192,388	1,548,375	1,429,978	(118,397)	2,952,408	1,522,430
581176	Transfer Out - Peoples Tran Plan	632,540	-	123,224	123,224	-	(123,224)
581925	Transfer Out - Water-Sewer Fund	-	-	-	-	47,141	47,141
581926	Transfer Out - Town Center	393,470	579,165	473,284	(105,881)	391,227	(82,057)
581927	Transfer Out - Debt Service Fund	-	48,044	48,044	-	115,842	67,798
581999	Loan To Water-Sewer Fund	-	1,000,000	-	(1,000,000)	-	-
	<b>Total Transfer Out</b>	<b>4,044,111</b>	<b>6,699,825</b>	<b>5,407,370</b>	<b>(1,292,455)</b>	<b>7,369,102</b>	<b>1,961,732</b>
	<b>Total Expense</b>	<b>6,699,453</b>	<b>8,967,101</b>	<b>7,511,869</b>	<b>(1,455,232)</b>	<b>10,077,584</b>	<b>2,565,714</b>





### Non-Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Public Information Services	105,000
	Grant Writing Services	75,000
	Summer Youth Program Match	50,000
	Strategic Plan Facilitator	50,000
	City Manager Search	30,000
	<b>Total</b>	<b>310,000</b>
Electric, Gas & Water	Electricity – Total City electricity usage other than streetlights and wastewater pump stations and Town Center	91,336
	Water – Total City water usage other than Town Center	27,553
	Other	5,408
	<b>Total</b>	<b>124,297</b>
Rentals & Leases	Copier	3,888
	Parking Lot (Adjacent To Sherbondy Village Community Center)	6,300
	Storage Units	34,000
	<b>Total</b>	<b>44,188</b>
Other Advertising	Advertising of requests for bids	10,300
General Expense	Miscellaneous unanticipated expenditures	6,901
Sick / Annual Leave Reserve (Wages, FICA/Med & Retirement)	Pay-Out for excess unused leave time	246,200
Red Light Camera Fees – To Service Provider	Red light camera service provider fees (\$4,000 per unit, fourteen units and additional follow-up fees)	694,760
Tax Payments	Fire Hydrant Assessment Fees	1,100
	Stormwater assessment on City properties	20,736
	<b>Total</b>	<b>21,836</b>
Contingency	Provided for major unknown events such as hurricane damage, major economic downturn, etc.	1,250,000
Information Tech Charges	General Fund payment to the Information Technology Internal Services fund for services provided.	1,490,375
Risk Management Charges	General Fund payment to the Risk Management Internal Services fund for services provided.	2,372,109
Transfer To Safe Neighborhood CIP	To fund CIP projects in Safe Neighborhood CIP Fund	2,952,408
Transfer To Water-Sewer Fund	To pay for CIP Management Services located in Water-Sewer Fund	47,141
Rental Expense	Occupancy charges for use of Town Center	391,227
To Debt Service Fund	To pay for General Fund's share of debt owed to Miami-Dade County	115,842



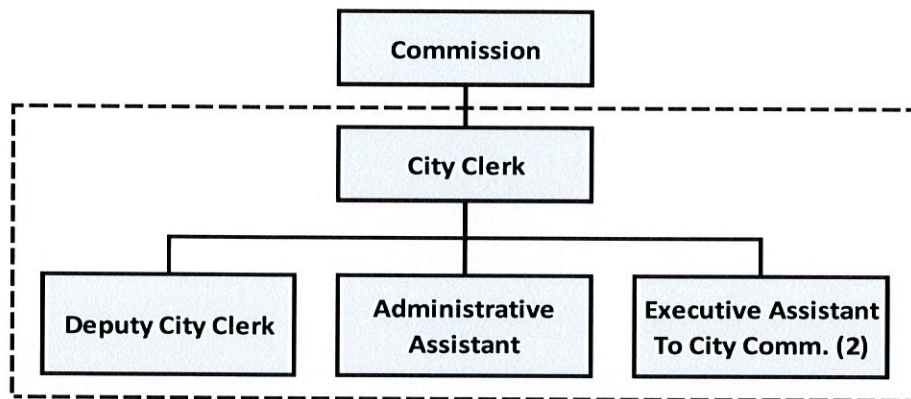
# City Clerk





## CITY CLERK

**Mission** – The mission of the City Clerk’s Office is to assist the City Commission in meeting the legal requirements of the legislative process and provide quality service while performing administrative functions for the residents, staff, and constituents of Opa-locka in an efficient, courteous, and professional manner.



**Goal** – Provide accurate information and maximize access to municipal government.

### Current Year Accomplishments

- Fully implemented online campaign finance reporting, including the creation of training materials for candidates and customization of the Easy Vote platform to be prepared for the 2022 election.
- Transitioned the City’s agenda management platform from Granicus to Civic Clerk in an effort to better integrate Commission Meeting agendas into the City’s website, including the use of Civic Media which allows members of the public to simply click on an agenda item to view the full discussion and vote on that specific item.
- Instituted the JustFOIA Public Records Request management platform to ensure that all requests are responded to in a timely manner, as well as to maximize the level of transparency and access to government records that is available to the public.
- Maintained and enhanced the City Clerk’s webpage with the most updated information in addition to simplifying the information access process, 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 to 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 32+ commission meetings, workshops, and special meetings
- Prepared and administered the department budget



### FY 23 Objectives

- Conduct the 2022 election with integrity and transparency, ensuring that every Citizen in Opa-locka is provided a convenient and secure opportunity to allow their voice to be heard through the vote they cast on their election ballot.
- 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

### FY 23 Measurements

- Ensure that all election information is publicly posted in a quick and accurate manner.
- 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%

### FY 22 Objectives

- Continue providing access to the City's official records and legislative documents through as many different mediums as possible
  - **IN PROGRESS:** *JustFOIA platform being actively fully implemented.*
- Find new ways to utilize technology and best business practices to provide effective and efficient service to the public and the Commission
  - **ACCOMPLISHED:** *Continued training being provided to ensure that the City Clerk's new Online Campaign Finance platform Easy Vote, Agenda Management platform Civic Clerk and Public Records Request management platform JustFOIA are being used to maximize the efficiency of the services provided by our office.*
- Explore further expansion of services and options available through the City Clerk's webpage
  - **ACCOMPLISHED**
- Launch voter registration initiative to encourage civic participation in elections
  - **IN PROGRESS:** *Event being organized prior to the 2022 voter registration deadline.*
- 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**





#### FY 22 Measurement

- 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 STAFFING CHANGES**
- 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**



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**City Clerk**

16		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
512110	Salaries Executive	85,092	85,420	85,420	-	95,469	10,049
512120	Salaries - Regular	109,182	116,870	109,804	(7,066)	180,639	70,835
512130	Salaries - Part Time	305	500	500	-	500	-
	<b>Total Salaries</b>	<b>194,579</b>	<b>202,790</b>	<b>195,724</b>	<b>(7,066)</b>	<b>276,608</b>	<b>80,884</b>
	<b><u>Benefits</u></b>						
512210	FICA	14,531	15,476	14,973	(503)	21,160	6,187
512220	Retirement	36,965	45,115	44,364	(751)	56,920	12,556
512230	Life And Health Insurance	33,519	24,918	24,013	(905)	41,024	17,011
	<b>Total Benefits</b>	<b>85,016</b>	<b>85,509</b>	<b>83,350</b>	<b>(2,159)</b>	<b>119,104</b>	<b>35,754</b>
	<b>Total Compensation</b>	<b>279,595</b>	<b>288,299</b>	<b>279,074</b>	<b>(9,225)</b>	<b>395,712</b>	<b>116,638</b>
	<b><u>Operating Expense</u></b>						
512312	Other Professional Services	10,323	18,000	18,000	-	31,180	13,180
512340	Other Contracted Services	20,950	60,000	60,000	-	-	(60,000)
512400	Travel & Per Diem	1,425	2,000	2,000	-	2,060	60
512420	Postage & Freight	221	500	200	(300)	206	6
512440	Rentals & Leases	3,594	8,312	6,912	(1,400)	7,708	796
512490	Legal Advertising	27,175	35,000	35,000	-	36,050	1,050
512493	General Expense	-	2,000	2,000	-	2,060	60
512510	Office Supplies	3,230	4,000	4,000	-	4,120	120
512528	Software Licensing	-	5,500	5,500	-	-	(5,500)
512540	Pubs/Subscriptions/Member	325	650	650	-	870	220
512541	Education	425	1,300	1,300	-	1,339	39
	<b>Total Operating Expense</b>	<b>67,668</b>	<b>137,262</b>	<b>135,562</b>	<b>(1,700)</b>	<b>85,593</b>	<b>(49,969)</b>
	<b><u>Capital</u></b>						
512642	Furniture & Fixtures	-	500	500	-	515	15
512646	Computer Equipment	3,346	3,600	3,600	-	3,708	108
	<b>Total Capital</b>	<b>3,346</b>	<b>4,100</b>	<b>4,100</b>	<b>-</b>	<b>4,223</b>	<b>123</b>
	<b>Total Expense</b>	<b>350,609</b>	<b>429,661</b>	<b>418,736</b>	<b>(10,925)</b>	<b>485,528</b>	<b>66,792</b>



### City Clerk - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Ordinance Codification	5,150
	County Fees – Conducting General Election	25,000
	County Recording Fees	1,030
	<b>Total</b>	<b>6,000</b>
Travel	Travel to educational sites, conferences and other locations as appropriate	2,060
Postage & Freight	Miscellaneous	206
Rentals & Leases	Copier	4,496
	Postage Machine	2,212
	<b>Total</b>	<b>7,708</b>
Legal Advertising	Statutory advertising	36,050
General Expense	Miscellaneous unanticipated expenditures	2,060
Office Supplies	Miscellaneous	4,120
Pubs / Subs / Memberships	International Institute of Municipal Clerks	361
	Notary Renewal	200
	Miami-Dade Municipal Clerk Association	155
	Florida Association of Municipal Clerks	155
	<b>Total</b>	<b>870</b>
Education Costs	Florida Association of Clerks – Fall Academy (2)	1,339
Furniture	Chairs	515
Computer Cost	Computers (2)	3,708



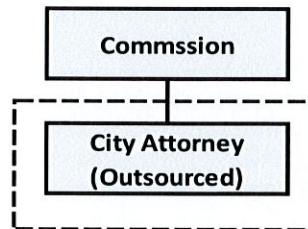
# City Attorney





## 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.





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**City Attorney**

28		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salary</u></b>						
		-	-	-	-	-	-
	<b>Total Salary</b>	-	-	-	-	-	-
	<b><u>Benefits</u></b>						
		-	-	-	-	-	-
	<b>Total Benefits</b>	-	-	-	-	-	-
	<b>Total Compensation</b>	-	-	-	-	-	-
	<b><u>Operating Expense</u></b>						
514310	Outside Professional Services	-	-	-	-	50,000	50,000
514312	City Attorney Litigation	193,098	453,000	180,000	(273,000)	200,000	20,000
514370	City Attorney Retainer	160,000	192,000	192,000	-	192,000	-
514380	Settlement Fees	-	-	-	-	-	-
514340	Other Contracted Services	-	-	-	-	-	-
	<b>Total Operating Expense</b>	353,098	645,000	372,000	(273,000)	442,000	70,000
	<b><u>Contingency</u></b>						
514390	Contingencies	-	-	-	-	-	-
	<b>Total Contingency</b>	-	-	-	-	-	-
	<b>Total Expense</b>	353,098	645,000	372,000	(273,000)	442,000	70,000





### City Attorney - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Outside Professional Services	Outside litigation and related services	50,000
City Attorney Litigation Services	Legal services provided by City Attorney for services outside those included in contractual base services	200,000
City Attorney Fees	City Attorney contractual base fee	192,000

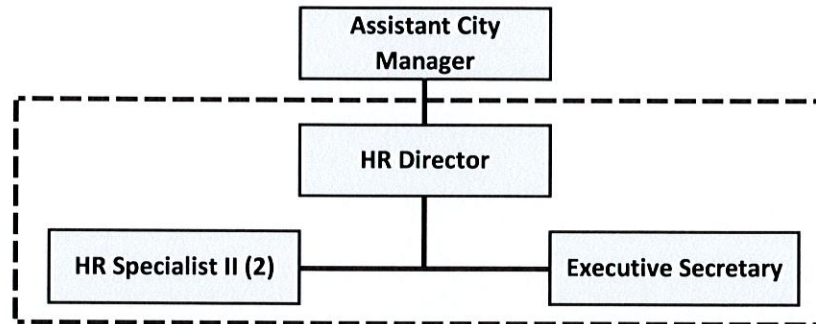
# Human Resources





## 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.

### FY 23 Objectives

- Provide internal Human Resources support to Departments to achieve organizational goals
- Acquire new Human Resources Information System for the storage of electronic employee files
- Improve workforce empowerment and retention of City employees through Culture Committee initiatives
- Enhance employee morale while encouraging team integration via teambuilding and employee appreciation activities
- Acquire electronic devices to house an Employee Resource Center for employees to have access to trainings and computers.
- Ratify both Collective Bargaining Agreements PBA & AFSCME
- Support employee advancement by providing succession planning and employee development training

### Current Year Accomplishments

- Hired, amongst others, Chief of Police, Finance Director
- Miami-Dade County Public Schools Summer Youth Internship Program (4<sup>th</sup> Year)
- Ethics training for all employees (including a management ethics training for all senior staff)
- Began initiative to convert all Human Resources Operations to paperless system
- Development of Culture Committee to enhance the employee experience and assist with improving employee morale
- Completed Union Negotiations





- Employee Appreciation Picnic and the distribution of Employee Service Awards
- Hosted Annual Wellness Fair to include free medical diagnostic testing and education
- Dell Discount Program for employees
- CDL Training Sponsorship program
- Holiday Spirit Week
- Employee Appreciation Activities (Police and Public Works Department recognition)
- Implementation of New Employee Evaluation System. All employees will be evaluated three times a year.

#### **FY 23 Measurements**

- New-hire turnover – Target = Less than 10%
- 15-hour training completion – Target = At least 80% of all full-time staff
- Employee evaluation submission – Target = At least 90% within 30 days of the evaluation due date.

#### **Results - FY 22 Objectives**

- Mandatory training hours for all City employees- included in CBA proposal during contract negotiations
- Updated pay plan- retained a consultant to complete salary survey and compose new Pay Plan
- Paperless (automated) department operations – Phase I complete to include all forms and documents to be submitted electronically
- Succession planning initiative- internal training to include Microsoft suite, CDL training for Parks and Public Works employees
- Recruitment – Quarterly job fairs with local business owners postponed due to pandemic
- Temporary Beautification Program employment – replaced with the establishment of the Building Maintenance in which allows Public Works employees to address beautification projects
- Ratify new PBA and AFSCME contracts. – final document agreed upon by all parties to be presented and ratified by City Commission

#### **Results - FY 22 Measurements**

- Employee turnover – Target – 10% - **27%**
- 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 28%**



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Human Resources**

13		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
513110	Salaries - Executive	90,726	86,927	86,927	-	89,535	2,608
513120	Salaries - Regular	65,025	90,867	91,516	649	128,633	37,117
513140	Salaries - Overtime	164	500	500	-	500	-
	<b>Total Salaries</b>	<b>155,915</b>	<b>178,294</b>	<b>178,943</b>	<b>649</b>	<b>218,668</b>	<b>39,725</b>
	<b><u>Benefits</u></b>						
513210	FICA	11,544	14,221	13,688	(533)	16,728	3,040
513220	Retirement	13,889	19,939	19,307	(632)	26,044	6,737
513225	Retirement Penalty	22,726	3,500	2,300	(1,200)	2,300	-
513230	Life And Health Insurance	17,692	20,262	19,920	(342)	26,668	6,748
513250	Unemployment Compensation	23,640	25,000	13,800	(11,200)	14,000	200
	<b>Total Benefits</b>	<b>89,491</b>	<b>82,922</b>	<b>69,015</b>	<b>(13,907)</b>	<b>85,740</b>	<b>16,725</b>
	<b>Total Compensation</b>	<b>245,406</b>	<b>261,216</b>	<b>247,958</b>	<b>(13,258)</b>	<b>304,408</b>	<b>56,450</b>
	<b><u>Operating Expense</u></b>						
513311	Employee Physicals	8,659	9,000	7,000	(2,000)	7,000	-
513312	Other Professional Services	-	25,000	25,000	-	-	(25,000)
513340	Other Contracted Services	35,960	71,000	46,640	(24,360)	16,800	(29,840)
513398	Employee Recognition	915	14,200	11,200	(3,000)	20,000	8,800
513420	Postage	110	300	290	(10)	300	10
513440	Rentals & Leases	9,156	11,244	10,311	(933)	13,611	3,300
513493	General Expense	-	2,000	1,500	(500)	2,000	500
513510	Office Supplies	2,103	2,500	2,500	-	2,500	-
513521	Clothing & Uniforms	-	700	700	-	500	(200)
513540	Pubs/Subs/Membership	2,223	1,500	729	(771)	750	21
513542	Employee Training	-	17,000	16,349	(651)	23,349	7,000
515530	Advertising	1,290	1,700	1,670	(30)	1,970	300
	<b>Total Operating Expense</b>	<b>60,416</b>	<b>156,144</b>	<b>123,889</b>	<b>(32,255)</b>	<b>88,780</b>	<b>(35,109)</b>
	<b><u>Capital</u></b>						
513646	Computer	-	7,000	7,000	-	-	(7,000)
	<b>Total Capital</b>	<b>-</b>	<b>7,000</b>	<b>7,000</b>	<b>-</b>	<b>-</b>	<b>(7,000)</b>
	<b>Total Expense</b>	<b>305,822</b>	<b>424,360</b>	<b>378,847</b>	<b>(45,513)</b>	<b>393,188</b>	<b>14,341</b>





### Human Resources - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Employee Physicals	15 Regular Employee Physicals @ \$50 Per Physical	750
	10 Police Physicals @ \$300 Per Physical	3,000
	Other	3,250
	<b>Total</b>	<b>7,000</b>
Other Contracted Services	ADP Personnel Services	12,000
	Background Checks	2,000
	Affordable Care Act (ACA) Reporting	2,800
	<b>Total</b>	<b>16,800</b>
Employee Recognition	Monthly Employee of the Month	2,400
	Employee Appreciation Events	12,600
	Employee Service Awards	5,000
	<b>Total</b>	<b>20,000</b>
Postage	Miscellaneous	300
Rentals & Leases	Copier	2,611
	Timeclocks	11,000
	<b>Total</b>	<b>13,611</b>
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	500
Pubs/Subs/Memberships	Society for HR Management Membership - SHRM(2)	750
Employee Training	National Seminar Training access	349
	Commercial Driver License training	3,000
	Various employee skills and development opportunities	20,000
	<b>Total</b>	<b>23,349</b>
Advertising	Govjobs.com	1,670
	Other	300
	<b>Total</b>	<b>1,970</b>



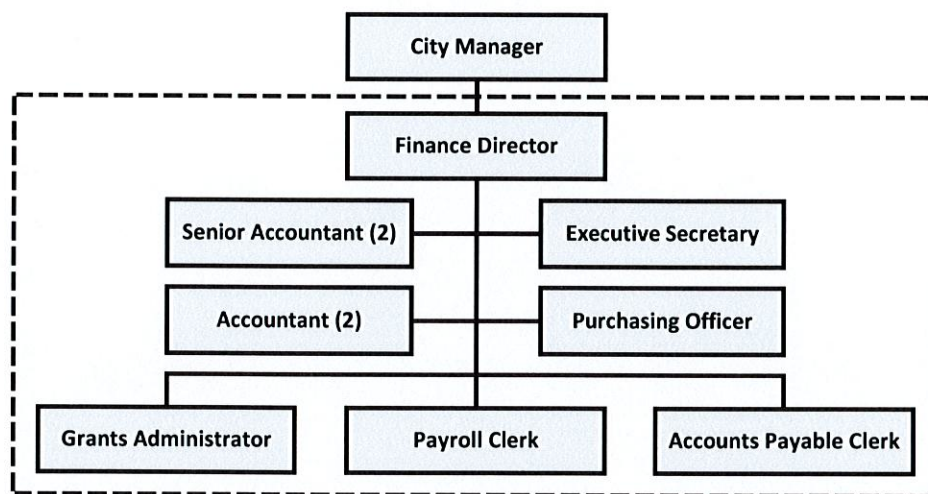
# Finance





## Finance

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



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

### **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 20 City audit.
- Completed FY 20 transportation-related audit which released \$730,582 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 23 Objectives

- Become current in all financial audit requirements by September, 2023
- Fill remaining vacant department positions
- Continue staff education, training and development by attending FGFOA and GFOA training
- 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 policies 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
- Awarded \$2.1 million from Miami-Dade County ("County") as part of their allocation from the Coronavirus Relief Fund under the Coronavirus Aid, Relief, and Economic Security (CARES) Act for the creation of new municipal programs responding to and mitigating the effects of COVID-19, central role in cost reimbursements submitted and paid
- City also received from this funding, through the County, \$2 million, in reimbursement for local municipalities pandemic related eligible expenditures of operational costs, central role and cost reimbursements submitted and paid
- Assisted in establishment of City Financial Audit Board required by State Statutes.

#### FY 23 Measurements

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

#### Results - FY 22 Objectives

1. FY20 City audit completed by August 2022 – **FY 20 audit completed by August, 2022**
2. Bring Finance Department to full strength by hiring a Finance Director, and filling two other open positions – **Finance Director to begin July 2022, two new Accountants and one Accounts Payable Clerk hired**
3. Continue staff development – **Significant on-the-job training provided professional development literature obtained. Requested staff to join FGFOA**
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 20 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 15<sup>th</sup> of each month – Target = 100% - **On track in FY2022**
2. Timely preparation of monthly bank reconciliations by the 10<sup>th</sup> of each month – Target = 100% - **Significant progress made in getting prior year reconciliations completed in support of financial audits through FY 20, 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.**



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Finance**

17		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
513110	Salaries - Executive	-	125,617	25,812	(99,805)	125,617	99,805
513120	Salaries - Regular	206,655	212,726	190,620	(22,106)	534,503	343,883
513140	Salaries - Overtime	2,493	5,000	5,000	-	5,000	-
	<b>Total Salaries</b>	<b>209,148</b>	<b>343,343</b>	<b>221,432</b>	<b>(121,911)</b>	<b>665,120</b>	<b>443,688</b>
	<b><u>Benefits</u></b>						
513210	FICA	15,646	24,964	16,941	(8,023)	50,880	33,939
513220	Retirement	18,988	35,111	23,958	(11,153)	79,217	55,259
513230	Life And Health Insurance	29,735	55,299	19,123	(36,176)	66,080	46,957
	<b>Total Benefits</b>	<b>64,368</b>	<b>115,374</b>	<b>60,022</b>	<b>(55,352)</b>	<b>196,177</b>	<b>136,155</b>
	<b>Total Compensation</b>	<b>273,516</b>	<b>458,717</b>	<b>281,454</b>	<b>(177,263)</b>	<b>861,297</b>	<b>579,843</b>
	<b><u>Operating Expense</u></b>						
513312	Other Professional Services	353,967	470,000	456,600	(13,400)	347,200	(109,400)
513320	Accounting & Auditing	38,250	54,000	48,500	(5,500)	80,000	31,500
513340	Other Contracted Services	-	-	-	-	35,000	35,000
513420	Postage	1,463	2,500	2,500	-	3,000	500
513440	Rentals & Leases	2,423	5,000	3,492	(1,508)	5,178	1,686
513493	General Expenses	1,040	33,000	33,000	-	20,000	(13,000)
513510	Office Supplies	3,536	5,000	4,500	(500)	5,000	500
513520	Operating Expense	884	4,000	1,000	(3,000)	2,500	1,500
513528	Software Licensing	-	-	-	-	-	-
513540	Pubs/Subs/Memberships	1,266	2,500	1,000	(1,500)	2,500	1,500
513542	Training	420	10,000	-	(10,000)	20,000	20,000
	<b>Total Operating Expense</b>	<b>403,249</b>	<b>586,000</b>	<b>550,592</b>	<b>(35,408)</b>	<b>530,378</b>	<b>(20,214)</b>
	<b><u>Capital</u></b>						
513646	Computer Equipment	-	6,000	6,000	-	-	(6,000)
	<b>Total Capital</b>	<b>-</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>(6,000)</b>
	<b>Total Expense</b>	<b>676,765</b>	<b>1,050,717</b>	<b>838,046</b>	<b>(212,671)</b>	<b>1,391,675</b>	<b>553,629</b>



### Finance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Financial Consultants -60% of total with other 40% to Water-Sewer Fund.	300,000
	Temporary staff support	40,000
	Florida League of City –GASB analysis	7,200
	<b>Total</b>	<b>347,200</b>
Accounting & Auditing	Auditing services – Two Audits – 60% To General Fund	80,000
Other Contracted Services	Payroll Services	35,000
Postage	Miscellaneous	3,000
Rental & Leases	Copier	4,178
	Other	1,000
	<b>Total</b>	<b>5,178</b>
General Expense	Uncashed prior year checks escheated to State	18,000
	Miscellaneous unanticipated small expenses	2,000
	<b>Total</b>	<b>20,000</b>
Office Supplies	Standard office supplies	5,000
Operating Expense	Bank charges, returned checks	2,500
Pubs/Subs/Memberships	FGFOA membership	350
	FLCPA (Finance Director)	200
	IACPA (Finance Director)	200
	Other	1,750
	<b>Total</b>	<b>2,500</b>
Training	FGFOA school of accounting (7) (Online)	10,000
	Other	10,000
	<b>Total</b>	<b>20,000</b>



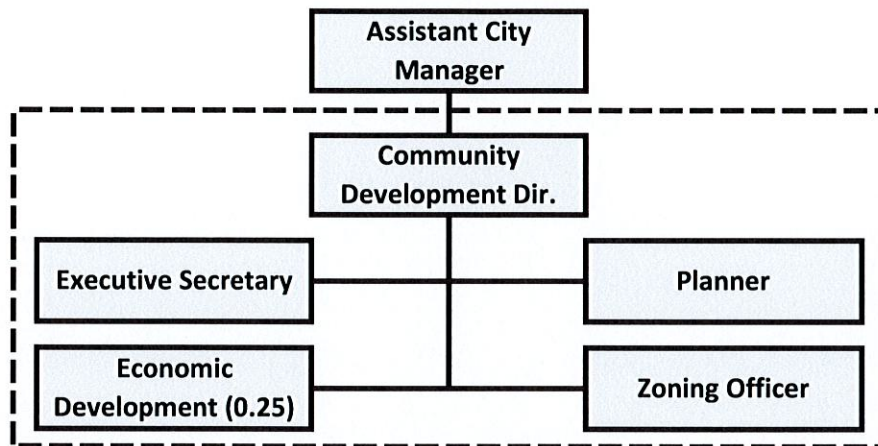
# Community Development





## PLANNING AND 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** – Creating a destination, a City of attractive and peaceful residential neighborhoods, a thriving commercial district and a downtown area that attracts residents and others for entertainment and leisure and attracts investment and business creation.

**Staffing** – Increase the number of staff and enhance their opportunities to be train and be more efficient. New City Planner, increase in wages/salary for Executive Administrative Assistant, increase efficiency for Zoning Official and utilize 20-25% of the Interim CRA Manager for economic development activities.

### Current Year Accomplishments

- Completion of Sailboat Cove
- Completion of CenterPoint truck parking and Storage facility
- Amendment to HEPB Ordinance to be in sync with Miami-Dade County Historic Preservation Ordinance.
- Murphy C-Store and Gas Station began and completed construction
- U-Gas C-Store and Fueling Station completed construction
- Redevelopment of the Auto Auction site into a 500Ksf Retail Warehouse Complex
- Creation of the Historic Opa-locka Downtown District based on the Historic Opa-locka Downtown Master Plan.
- Creation of the Innovation/Technology District.
- Fleet Truck Parking and fueling facility.
- AMDI Concrete Facility rezoning and ROW vacation review.
- Relocation of the Flea Market operation into an indoor warehouse facility



### **FY 23 Objectives**

- Completion of codification of zoning code to facilitate access to this information for anyone interested in undertaking development in the City
- Completion of the Evaluation and Appraisal Report (EAR), part of the City's Comprehensive Plan process, for delivery in FY 22-23
- Focus on promoting logistical support development in concert with Amazon development.
- Develop economic incentives for business development expansion and retention and mixed-use development opportunities for elderly, veterans and persons in need of affordable housing.
- Reduction of upfront development fees to incentivize development
- Reduction parking requirements to incentivize development
- The redevelopment of the Flea Market Site in a 749K SF Retail Warehouse Complex.
- Upgrade of the signage code
- Upgrade the Industrial zoning designation
- Upgrade street peddler and mobile vendor application and review process
- Develop project site pro formas to evaluate possible future property tax base implications.
- Increase in Mixed use and Residential development in the downtown areas and commercial corridors.
- Determination of the future for Cuyahoga Site as a development opportunity.
- Determination of the future expansion of Ingram Park as a water park center.
- Establish a Historic District to formalize preservation of properties within the TownCenter Quartermile area [NW 27<sup>th</sup> Avenue, NW 151<sup>st</sup> Street, the LeJeune-Douglass Connector, and NW 135<sup>th</sup> Street]
- Establish funding source for Historic properties for restoration.
- Development Forum

### **FY 23 Measurements**

- Review and approval of six to eight new development projects. Each review process should take 4-6 months.
- Approval of site plans with two to three projects under construction in the next 2-3 years.
- Review and approval of two rezoning and landuse for approved development projects. Each review process should take 6-8 months to complete.
- Completion of the development of Policies and Procedures for Planning and Community Development by January 2023.





### Results vs. FY 22 Objectives

- Completion of the Land Development Regulation/Zoning Code codification, making this information readily available to all developers. **Status**-*It being finalized and the City planner will be meeting with CivicPlus Staff to complete the codification process.*
- Present for adoption proposed amendments for the Land Development Regulation/Zoning Code. **Status**-*All ordinances amendment that were recently approved will be submitted for codification.*
- Completion of the Evaluation and Appraisal Report (EAR – Required every seven years) of the 2030 Sustainable Opa-locka Comprehensive Development Master Plan. **Status**-*Contract with Calvin Giardino and Associates is under review for execution. Consultant shall begin working by September-October 2022*
- Completion of development of a stand-alone zoning district for Downtown/TownCenter. **Status** - *DONE*
- Creation of a Tech District in the North industrial area of the City. **Status** - *DONE*
- Continued incentivizing and administering of proposed development projects. **Status** - *Ongoing*
- Adoption of County preservation guidelines, creation of Historic Preservation Districts and identification of funding to promote restoration and preservation of historic properties. **Status** – *DONE and Ongoing*
- Seek funding for façade programs for commercial/industrial properties outside of CRA. **Status** - *Ongoing*
- Evaluate impact fees for elderly, affordable and veteran residential development. **Status** - *Ongoing*
- Evaluate parking requirements for mixed-use/residential development in regard to Transit Oriented Development (TOD), elderly, affordable and veterans. **Status** - *Ongoing*

### Results vs. 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



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Community Development**

37		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
515110	Salaries - Executive	72,999	59,668	74,330	14,662	88,500	14,170
515120	Salaries - Regular	119,493	131,211	106,417	(24,794)	174,599	68,182
515140	Salaries - Overtime	95	1,000	1,000	-	1,000	-
	<b>Total Salaries</b>	<b>192,587</b>	<b>191,879</b>	<b>181,747</b>	<b>(10,132)</b>	<b>264,099</b>	<b>82,352</b>
	<b><u>Benefits</u></b>						
515210	FICA	12,167	14,908	13,906	(1,002)	20,205	6,299
515220	Retirement	17,289	21,745	19,664	(2,081)	31,453	11,789
515230	Life And Health Insurance	27,231	23,430	23,520	90	35,516	11,996
	<b>Total Benefits</b>	<b>56,687</b>	<b>60,083</b>	<b>57,090</b>	<b>(2,993)</b>	<b>87,174</b>	<b>30,084</b>
	<b>Total Compensation</b>	<b>249,274</b>	<b>251,962</b>	<b>238,837</b>	<b>(13,125)</b>	<b>351,273</b>	<b>112,436</b>
	<b><u>Operating Expense</u></b>						
515312	Other Professional Services	1,773	111,000	107,000	(4,000)	4,500	(102,500)
515340	Other Contract Services	-	3,000	11,000	8,000	28,000	17,000
515400	Travel & Per Diem	-	1,300	-	(1,300)	2,000	2,000
515440	Rentals & Leases	1,699	4,399	4,392	(7)	5,388	996
515470	Printing And Binding	-	1,000	1,000	-	1,000	-
515493	General Expense	-	2,000	1,933	(67)	2,500	567
515510	Office Supplies And Expense	1,121	1,500	1,500	-	1,500	-
515530	Advertisements	3,055	7,500	2,500	(5,000)	7,500	5,000
515540	Pubs/Subscriptions/Membershi	292	450	450	-	500	50
515541	Education	-	500	500	-	-	(500)
	<b>Total Operating Expense</b>	<b>7,940</b>	<b>132,649</b>	<b>130,275</b>	<b>(2,374)</b>	<b>52,888</b>	<b>(77,387)</b>
	<b><u>Other Uses</u></b>						
515531	Community Historic Grant	-	-	-	-	100,000	100,000
	<b>Total Other Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>
	<b>Total Expense</b>	<b>257,214</b>	<b>384,611</b>	<b>369,112</b>	<b>(15,499)</b>	<b>504,161</b>	<b>135,049</b>



### Community Development - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Muni Code recodification	2,500
	Other	2,000
	<b>Total</b>	<b>4,500</b>
Other Contract Services	Board Minutes preparation	3,000
	Scanning services	25,00
	<b>Total</b>	<b>28,000</b>
Travel & Per Diem	Travel – American Planning Association Conference	2,000
Rentals & Leases	Copier	5,388
Printing and Binding	Zoning Maps	1,000
General Expense	Miscellaneous small unanticipated expenditures	2,500
Office Supplies	Miscellaneous	1,500
Advertisements	Development Agreement Advertising	7,500
Pubs / Subscriptions / Memberships	American Planning Association	500
Community Historic Grant	Grants to residents with historic residents to assist in their restoration to historic characteristics.	100,000



# Building & Licenses

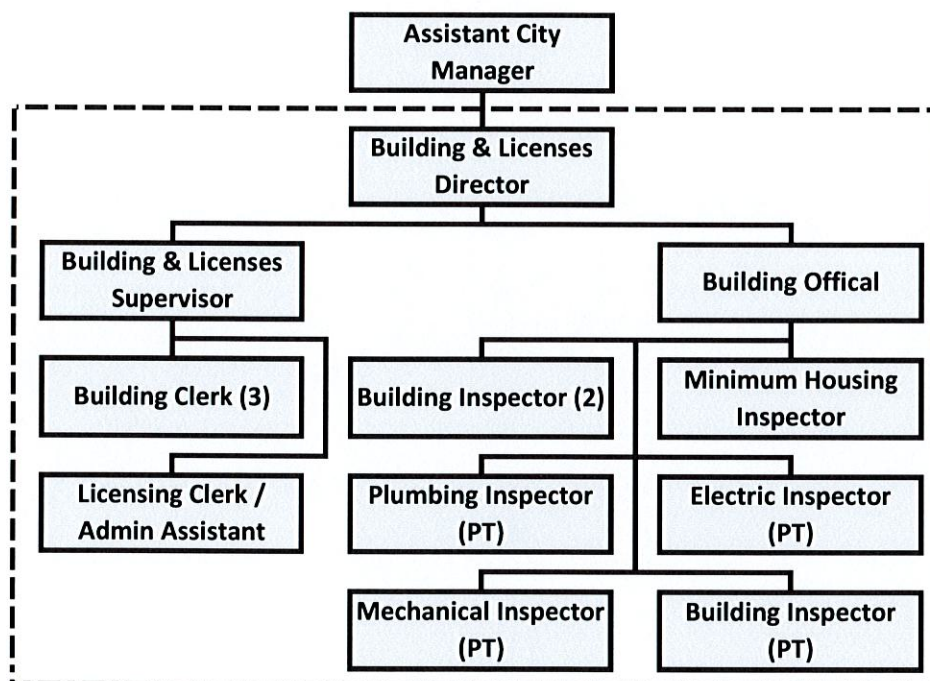




## BUILDING & LICENSES

**Mission** – Provide safe and healthy structures through the effective application of construction code standards, professional inspections and quality customer 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
- Collected approximately 1,036,626.78 in permitting fees
- Partial automation of permitting process??
- Increased front office staff to better assist the public.
- Creation of a full-time Minimum Housing Inspector
- 50% of Businesses in compliance with DERM

### FY 23 Objectives

- Implement electronic plan submission and review
- Implement electronic plan distribution to various county agencies having plan review responsibilities
- Implement online inspection requests
- 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.
- 100% of Businesses in compliance with DERM

### FY 23 - 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 22 Objectives

- Internet accessible inspection results – **Deferred to FY 23**
- Internet / electronic plan review – **Deferred to FY 23**
- Automated computation of permitting and business tax receipt fees – **Partially Complete**
- Increased number of cases presented to the County Unsafe Structure Board – **2**

### Results - FY 22 Measurements (Estimates)

- Walk-through permit applications – Target = 2 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 – **2**





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Building & Licenses**

30		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>Salaries</b>						
524110	Salaries - Executive	162,009	183,366	168,930	(14,436)	158,499	(10,431)
524120	Salaries - Regular	101,732	108,911	100,997	(7,914)	411,689	310,692
524130	Salaries - Part Time	86,531	113,852	92,131	(21,721)	85,484	(6,647)
521140	Salaries - Overtime	331	1,500	1,500	-	1,500	-
	<b>Total Salaries</b>	<b>350,603</b>	<b>407,629</b>	<b>363,558</b>	<b>(44,071)</b>	<b>657,172</b>	<b>293,614</b>
	<b>Benefits</b>						
524210	FICA	25,680	35,651	27,813	(7,838)	50,273	22,460
524220	Retirement	33,398	50,545	39,336	(11,209)	78,270	38,934
524230	Life And Health Insurance	31,967	17,277	23,836	6,559	49,527	25,691
	<b>Total Benefits</b>	<b>91,046</b>	<b>103,473</b>	<b>90,985</b>	<b>(12,488)</b>	<b>178,070</b>	<b>87,085</b>
	<b>Total Compensation</b>	<b>441,649</b>	<b>511,102</b>	<b>454,543</b>	<b>(56,559)</b>	<b>835,242</b>	<b>380,699</b>
	<b>Operating Expense</b>						
524312	Other Professional Services	-	11,000	1,500	(9,500)	6,500	5,000
524340	Other Contract Services	-	120,000	120,000	-	-	(120,000)
524400	Travel & Per Diem	-	5,490	2,370	(3,120)	2,975	605
524420	Postage	3,502	5,500	5,500	-	7,000	1,500
524440	Rentals & Leases	1,043	3,244	3,074	(170)	4,011	937
524470	Printing & Binding	748	1,500	-	(1,500)	1,000	1,000
524493	General Expense	(1,416)	2,000	2,000	-	2,000	-
524510	Office Supplies	1,977	2,000	2,000	-	2,000	-
524540	Pubs/Subs/Memberships	135	1,500	775	(725)	1,910	1,135
524541	Educational Costs	1,493	1,800	1,500	(300)	2,000	500
	<b>Total Operating Expense</b>	<b>7,482</b>	<b>154,034</b>	<b>138,719</b>	<b>(15,315)</b>	<b>29,396</b>	<b>(109,323)</b>
	<b>Capital</b>						
524646	Computer Equipment	-	5,650	5,650	-	-	(5,650)
	<b>Total Capital</b>	<b>-</b>	<b>5,650</b>	<b>5,650</b>	<b>-</b>	<b>-</b>	<b>(5,650)</b>
	<b>Total Expense</b>	<b>449,131</b>	<b>670,786</b>	<b>598,912</b>	<b>(71,874)</b>	<b>864,638</b>	<b>265,726</b>



### Building & Licenses - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	External Engineering Plan Review (Complex Structures)	2,000
	County Unsafe Structure Board – 4 Cases @ \$750	3,000
	Other	1,500
	<b>Total</b>	<b>6,500</b>
Travel	Travel – Conferences (FEMA, Building Officials, Flood Plain	2,975
Postage	Landlord Tenant Permit	2,000
	Business Tax Receipts	4,000
	40-Year Inspections	1,000
	<b>Total</b>	<b>7,000</b>
Rentals & Leases	Copiers	4,011
Printing & Binding	Plan Duplication	1,000
General Expense	Miscellaneous Unanticipated Expense	2,000
Office Supplies	Miscellaneous	2,000
Pubs/Subs/Memberships	Professional Memberships & Licenses	1,910
Educational Costs	Conference Fees (FEMA, Building Officials, Flood Plain	2,000

# Police Department

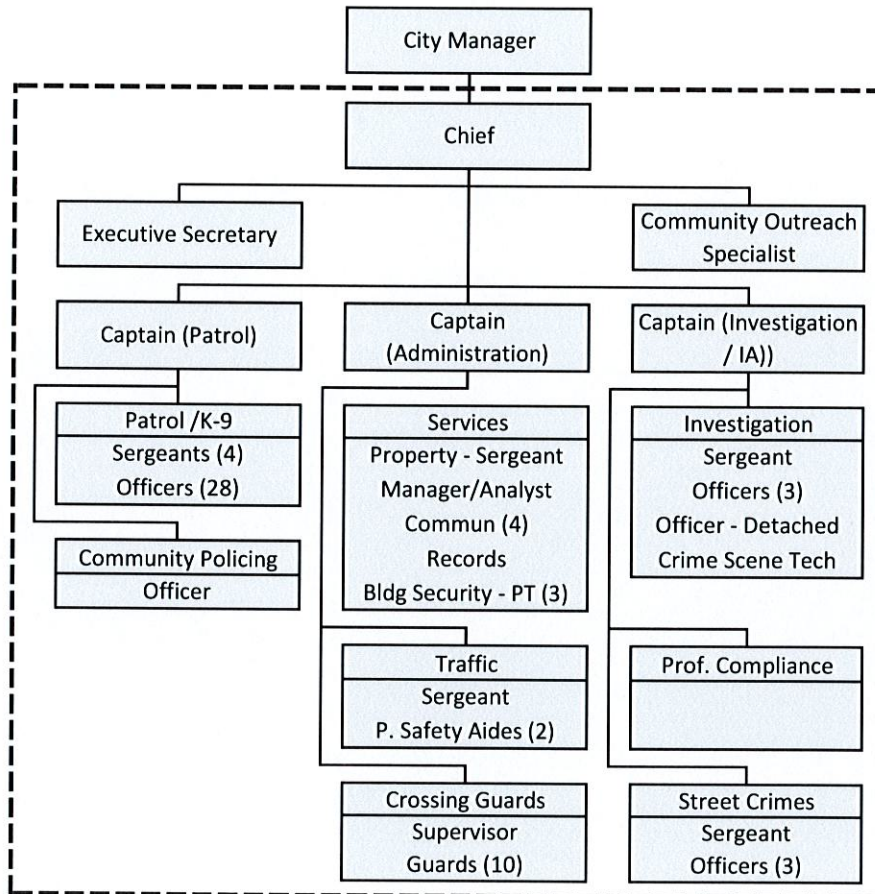






## POLICE DEPARTMENT

**Mission** – The mission of the City of Opa-Locka Police Department is to enhance the quality of life, environment, and safety of our citizens, employees, businesses and visitors in an atmosphere of courtesy, integrity and quality service.



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

### Current Year Accomplishments

- Agency-wide Ethics Training
- Agency-wide Field Force Training
- Agency-wide Active Assailant Training
- Lowered Crime Rate by 30% between 2020-2021



### **FY 23 Objectives**

- To provide exceptional service, Officers must remain professional at all times; respond to calls for service in a timely manner; and must carry out their duties cheerfully and sincerely
- The Department will hire a diverse group of Officers that are both certified and non-certified and to enhance our Field Training Officer program to ensure efficiency and effectiveness
- The Department will continue to recommend and implement a robust collection of training and continued education classes for Officers, Supervisors, and Police Executives
- Being an accredited Police Department ensures we are using best practices and that we operating in accordance with prescribed standards, policies, and procedures
- Identify funding to accomplish the replacement of outdated CEWs

### **FY 23 Measurements**

- Complete reorganization of the Police Department
- Modernizing and refreshing the Police Fleet
- Lower Crime Rate; Increase Community Engagement
- Upgrade agency-wide (50) Body Worn Camera System
- Upgrade agency-wide (50) CEWs (Tasers)
- Acquisition and installation of ShotSpotter gunshot detection program (2 sq. miles of coverage)
- Installation of six (6) additional Red Light Cameras

### **Results vs. 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.
- 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.

### **Results vs. FY 22 Measurements**

- Reduce priority crimes by 3% - Previous year vs Current year reporting unavailable
- Number of community events, and social media outreach – Started/Ongoing
- Creation of Community engagements Programs – Started/Ongoing
- Complete initial roll-out of the agency's Policy and Procedures manual – Started/Ongoing





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Police Department**

ACCT	Account Title	FY 21	FY 22			FY 23	
		Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
521110	Salaries - Executive	161,336	203,673	136,376	(67,297)	125,617	(10,759)
521120	Salaries Regular	3,313,540	3,226,252	3,101,691	(124,561)	4,034,230	932,539
521130	Salaries - Part Time	116,393	101,826	92,893	(8,933)	186,123	93,230
521140	Salaries - Overtime	190,802	180,000	180,000	-	180,000	-
521150	Longevity	16,000	37,000	27,000	(10,000)	28,500	1,500
	<b>Total Salaries</b>	<b>3,798,071</b>	<b>3,748,751</b>	<b>3,537,960</b>	<b>(210,791)</b>	<b>4,554,470</b>	<b>1,016,510</b>
	<b><u>Benefits</u></b>						
521210	FICA	279,747	288,840	270,665	(18,175)	348,423	77,758
521220	Retirement	747,770	898,747	853,190	(45,556)	1,312,073	458,883
521230	Life And Health Insurance	418,784	394,615	328,163	(66,452)	429,481	101,318
	<b>Total Benefits</b>	<b>1,446,301</b>	<b>1,582,201</b>	<b>1,452,018</b>	<b>(130,183)</b>	<b>2,089,977</b>	<b>637,959</b>
	<b>Total Compensation</b>	<b>5,244,372</b>	<b>5,330,952</b>	<b>4,989,978</b>	<b>(340,974)</b>	<b>6,644,447</b>	<b>1,654,469</b>
	<b><u>Operating Expense</u></b>						
521312	Other Professional Services	1,270	6,000	6,500	500	14,200	7,700
521340	Other Contracted Services	7,524	159,500	55,650	(103,850)	209,900	154,250
521400	Travel & Per Diem	3,669	10,000	2,500	(7,500)	5,000	2,500
521420	Postage	18	200	200	-	200	-
521440	Rentals & Leases	15,206	20,680	14,059	(6,621)	14,488	429
521466	Repair & Maint - Veh & Equip	-	2,000	-	(2,000)	-	-
521467	Repair & Maint - Mach & Equip	-	7,500	7,414	(86)	6,500	(914)
521493	General Expenses	11,120	4,000	2,768	(1,232)	4,000	1,232
521510	Office Supplies	12,843	15,564	13,455	(2,109)	5,000	(8,455)
521520	Operating Expense	27,406	40,500	32,541	(7,959)	35,500	2,959
521521	Clothing & Uniform Expense	27,704	27,500	18,000	(9,500)	18,000	-
521528	Software Maintenance	81,042	182,710	182,710	-	152,204	(30,506)
521540	Pubs/Subs/Memberships	600	2,740	1,115	(1,625)	3,960	2,845
521541	Educational Costs	24,080	40,000	4,960	(35,040)	20,000	15,040
521546	Books	-	-	-	-	-	-
521547	Special Supplies	465	33,028	873	(32,155)	-	(873)
521644	Public Safety Equipment	-	5,000	2,024	(2,976)	80,000	77,976
521648	Vehicle Lease/Purchase	229,651	261,200	218,000	(43,200)	457,000	239,000
529535	Police Explorer Program	-	5,000	-	(5,000)	5,000	5,000
579398	Employee Recognition	-	-	-	-	3,000	3,000
521645	Canine Unit	1,559	-	-	-	10,000	10,000
	<b>Total Operating Expense</b>	<b>444,157</b>	<b>823,122</b>	<b>562,769</b>	<b>(260,353)</b>	<b>1,043,952</b>	<b>481,183</b>
	<b><u>Capital</u></b>						
521641	Automotive Equipment	7,945	2,000	-	(2,000)	30,000	30,000
521642	Office Furniture & Equipment	-	8,000	8,000	-	5,000	(3,000)
	<b>Total Capital</b>	<b>7,945</b>	<b>10,000</b>	<b>8,000</b>	<b>(2,000)</b>	<b>35,000</b>	<b>27,000</b>
	<b>Total Expense</b>	<b>5,696,474</b>	<b>6,164,074</b>	<b>5,560,747</b>	<b>(603,327)</b>	<b>7,723,399</b>	<b>2,162,652</b>





### Police Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Special Magistrate	7,200
	Employment Evaluation	5,000
	Counseling	2,000
	<b>Total</b>	<b>14,200</b>
Other Contracted Services	FDLE - Fingerprinting	500
	Social media initiative	1,000
	Record management automation	45,000
	ShotSpotter Services	108,500
	Radar/Laser Certification	1,500
	Miscellaneous	1,000
	Grant Writing Services	20,000
	Body Cam Service	32,400
	<b>Total</b>	<b>209,900</b>
Travel & Per Diem	Education sites, conferences and other travel as required	5,000
Postage	Miscellaneous	200
Rentals & Leases	Containers (crime-related material)	7,200
	Copiers	7,288
	<b>Total</b>	<b>14,488</b>
Repair & Maint – Mach & Equip	Radio repair	6,500
General Expense	Miscellaneous unanticipated small expense	4,000
Office Supplies	Miscellaneous small office supply materials	5,000
Operating Expense	Vehicle Decontamination	2,000
	Prisoner Electronics	1,000
	Field Forms	1,000
	County Court Standby Program	4,000
	Crossing Guard Supplies	1,000
	Public Notices	1,000
	Ammunition	1,500
	Batteries	1,500
	Investigative Material	2,500
	Community Outreach Materials	5,000
	Bulletproof Vests / Other	10,000
	Other	5,000
	<b>Total</b>	<b>35,500</b>
Clothing & Uniform Expense	Miscellaneous	18,000



### Police Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Software Maintenance	ERP System - SunGard	72,100
	Off-Duty Management – Power Details	2,575
	IA Pro - Internal Affairs Management	10,300
	PowerDMS - Policy & Proc Management	3,090
	Barracuda Firewall	15,244
	Office 365	29,582
	Router Fees (Cisco)	1,803
	Lexipol – Policy Development	17,510
	<b>Total</b>	<b>152,204</b>
Pubs/Subs/Memberships	Police Executive	800
	National Organization of Black Law Enforcement Officers	300
	International Association of Police Chiefs	8760
	Florida Association of Police Chiefs	1,200
	Miami-Dade Chiefs Association	900
	<b>Total</b>	<b>3,960</b>
Education	Police Academy / Other	20,00
Vehicle Lease	Existing leases (23 vehicles)	210,000
	New leases (26 Vehicles)	247,000
	<b>Total</b>	<b>457,000</b>
Police Explorer Program	Community outreach program to allow community youth to gain familiarity and participate in Police-related activities	5,000
Automotive Equipment	Fit-Out for new vehicles	30,000
Furniture	Shelving	5,000
Public Safety Equipment	Tasers	30,000
	Other	50,000
	<b>Total</b>	<b>80,000</b>
Canine Unit	Maintenance of two Police Dogs	10,000
Employee Recognition	Esprit de Corps expenditures	3,000

# Code Enforcement



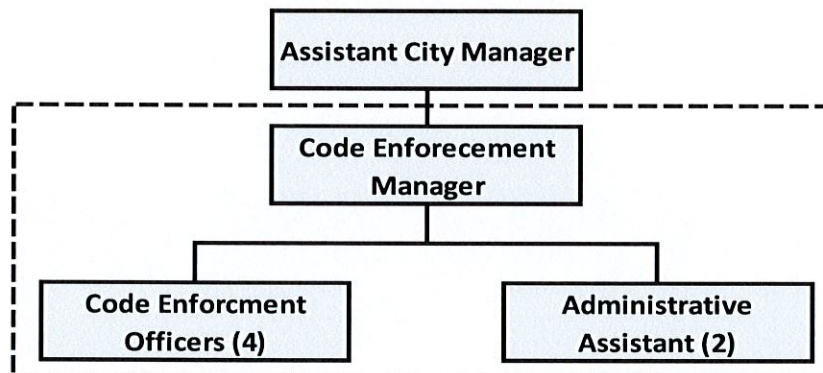




## CODE ENFORCEMENT

**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** – All residential, commercial, and industrial properties in compliance with City ordinances. Elimination of illegal dumping, minimize parking issues throughout the City and ensure all businesses obtain current licenses, resulting in a cleaner and more attractive City.

### **FY 23 Objectives**

- Improve timeliness in achieving compliance when Code violations are identified, including using foreclosure services when necessary to resolve issues which otherwise remain unresolved.
- Significantly reduce the presence of derelict, inoperable and abandoned vehicles throughout the City,
- Implement technology that minimizes handwritten documentation and allows required information to be entered once in the field which then distributes the information to all required components of the code compliance process.
- Continue program of educating the community in regard to their responsibilities in being in compliance with the City code through ongoing person-to-person contact.
- Ensure that all Code officers and administrative staff are fully trained to carry out their responsibilities in an effective and efficient manner.
- Implement County electronic lien filing system
- Reinstate the City Nuisance Abatement Board to increase Code Compliance effectiveness



**FY 23 Measurements:**

- Business Tax Receipts –Follow up on all businesses reported by Building and Licenses as being non-responsive to the annual mail-out of tax receipt renewal correspondence.– Target = 100% of non-responsive businesses.
- New Code Officers to receive FACE basic training – Target = 100%
- Experienced Code Officers to receive a minimum of two days of refresher training annually – Target = 100%

**Results vs. FY 22 Objectives**

- Focus on abandoned structures, also a Police focus item since these properties attract and enable criminal activity – Results: One building slated for demolition.
- Leverage technology to improve efficiency, accountability and documentation. – Results: Some improvement made in reducing the manual aspects of entering violation information into the Code processing system.
- Additional training and certification to effectively perform assigned job functions. – Results: Due to staffing shortages, the available Code Officers were required to continually be in the field, eliminating time for training opportunities.
- Ensure equipment adequate to fulfill duties. – Results: Four new vehicles are included in the FY 23 budget.
- Reduce illegal dumping. – Results: Problem continues and requires Citywide focus to resolve.
- Implement County electronic lien filing system – Results: Not done. Now a FY 23 objective.
- Increased Code Officer training – Results: Not done. See above.
- Utilize the Build Better Opa-locka application (community reporting system for reporting of issues requiring Code Enforcement attention) to improve responsiveness. – Results: Effective when utilized. Not yet widely adopted within the community

**Results vs. 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. – Results: Process restructured in mid-year for Building & Licenses to have the lead responsibility. Had been routinely canvassing businesses prior to then to ensure every business was in compliance with business tax receipt requirements.
- Reduce response time for complaints – Target – 2 business days – Results no adequate measurement system available to provide results.
- Implementation of County electronic lien filing system – Target = Yes – Results: Not done. Now a FY 23 objective.





### Code Enforcement

23		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
521120	Salaries - Regular	223,752	217,959	198,170	(19,789)	290,628	92,458
521140	Salaries - Overtime	74	1,500	1,500	-	1,500	-
	<b>Total Salaries</b>	<b>223,826</b>	<b>219,459</b>	<b>199,670</b>	<b>(19,789)</b>	<b>292,128</b>	<b>92,458</b>
	<b><u>Benefits</u></b>						
521210	FICA	16,442	17,634	15,273	(2,361)	22,347	7,074
521220	Retirement	15,982	24,771	21,604	(3,166)	34,792	13,188
521230	Life And Health Insurance	20,479	24,322	18,247	(6,075)	39,943	21,696
	<b>Total Benefits</b>	<b>52,904</b>	<b>66,727</b>	<b>55,124</b>	<b>(11,602)</b>	<b>97,082</b>	<b>41,958</b>
	<b>Total Compensation</b>	<b>276,730</b>	<b>286,186</b>	<b>254,794</b>	<b>(31,391)</b>	<b>389,210</b>	<b>134,416</b>
	<b><u>Operating Expense</u></b>						
521312	Other Professional Services	-	9,000	4,000	(5,000)	7,200	3,200
521340	Other Contracted Services	-	2,000	1,000	(1,000)	35,078	34,078
521400	Travel & Per Diem	-	200	200	-	200	-
521420	Postage	4,155	7,000	7,000	-	7,500	500
521493	General Expense	-	2,000	2,000	-	2,000	-
521510	Office Supplies	2,877	2,000	1,500	(500)	1,500	-
521511	Lien Recording Charges	470	2,500	1,000	(1,500)	1,500	500
521520	Operating Expense	(1,305)	2,000	1,000	(1,000)	2,000	1,000
521521	Clothing & Uniform Expense	1,245	1,500	1,500	-	3,500	2,000
521541	Educational Costs	-	7,500	-	(7,500)	5,000	5,000
521648	Auto Lease	-	18,400	5,000	(13,400)	40,800	35,800
	<b>Total Operating Expense</b>	<b>7,442</b>	<b>54,100</b>	<b>24,200</b>	<b>(29,900)</b>	<b>106,278</b>	<b>82,078</b>
	<b><u>Capital</u></b>						
521646	Computer Equipment	16,756	-	-	-	-	-
	<b>Total Capital</b>	<b>16,756</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Expense</b>	<b>300,928</b>	<b>340,286</b>	<b>278,994</b>	<b>(61,291)</b>	<b>495,488</b>	<b>216,494</b>





### Code Enforcement - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Special Magistrate Services	7,200
Other Contracted Services	Copier Maintenance	2,000
	Document Imaging	10,000
	Body Cameras	3,078
	Foreclosure Firm	20,000
	<b>Total</b>	<b>35,078</b>
Travel & Pier Diem	Local travel, parking, etc.	200
Postage	Code Enforcement violation correspondence	7,500
General Expense	Miscellaneous unanticipated small expenditure	2,000
Office Supplies	Miscellaneous office supplies	1,500
Lien Recording Charges	County charges for filling liens	1,500
Operating Expense	Miscellaneous field materials	2,000
Clothing & Uniforms	Uniforms	3,500
Education	Officer Code Enforcement training	5,000
Auto Lease	Leasing of four vehicles	40,800

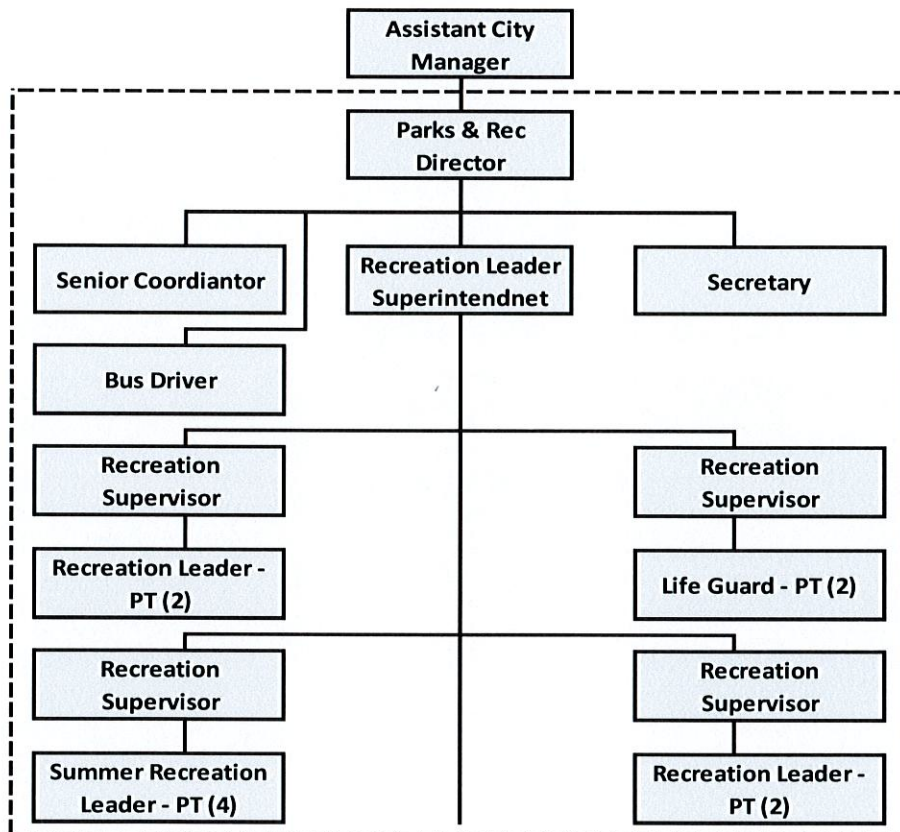
# Parks & Recreation





## 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** – Provide professional and diverse leisure opportunities through inclusive parks, facilities, programs, and open space, ensuring that Opa-locka is a desirable place to live, work, and play.

### Current Year Accomplishments

- Summer Camp program on both Segal Park & Sherbondy Village
- Senior Program is on the move
- All park facilities are open
- All football teams made it to the playoffs, with the 10u & 14u winning the Championship
- Received pool certification and re-opened the pool
- Summer Meals for both Segal Park & Sherbondy Village
- Zumba fitness program
- Transferred Parks buildings and grounds maintenance to Buildings & Grounds Maintenance Dept.





**FY 23 Objectives**

- Youth after-school programs to be implemented as part of proposed FY 23 budget.
- Establishment of National Parks Standards will be incorporated into the Parks & Recreation Master Plan to be implemented in FY 23.
- Reorganize the department to align skills with responsibilities and improve efficiency.
- Partner with other organizations to bring new events and programs to the city.
- Actively apply for grant opportunities, including Florida Recreation Development Assistance Program (FRDAP) & National Parks and Recreation Association.
- Reactivate fitness and healthy eating programs.
- 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 23 Measurements**

- Apply for grants- Target= Minimum of two
- Increase participation of youth and teen participation in Parks & Recreation program-Target= 50%
- Increase participation in Senior programs-Target= 40%
- Increase community awareness of Parks & Recreation events-Target= 30%
- Development of brochures to promote recreation and parks opportunities
- Increase participation in the sports program- Target= 50%

**Results vs. FY 22 Objectives**

- Increase in participates for the Summer Camp Program
- Increase in participates for the Football & Cheerleading Program
- Implemented new activities to the Senior Program

**Results vs. FY 22 Measurements**

- Apply for grants- Target= Minimum of one – Results: Two grants
- Increase participation of youth and teen participation in Parks & Recreation program-Target= 25%
- Increase participation in Senior programs-Target= 25% - Results = 40%
- Increase community awareness of Parks & Recreation events-Target= 10% - Results 30%



**Parks & Recreation - Part I**

72		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
572110	Salaries - Executive	158,192	73,863	49,125	(24,738)	80,396	31,271
572120	Salaries - Regular	298,645	286,673	269,866	(16,807)	282,503	12,637
572130	Salaries - Part Time	15,265	148,642	90,124	(58,518)	219,538	129,414
572140	Salaries - Overtime	12,654	9,000	5,000	(4,000)	10,000	5,000
	<b>Total Salaries</b>	<b>484,756</b>	<b>518,178</b>	<b>414,115</b>	<b>(104,063)</b>	<b>592,437</b>	<b>178,322</b>
	<b><u>Benefits</u></b>						
572210	FICA	35,744	40,793	31,953	(8,840)	45,326	13,373
572220	Retirement	36,428	57,690	45,193	(12,497)	70,558	25,365
572230	Life And Health Insurance	52,406	57,982	46,728	(11,254)	50,861	4,133
	<b>Total Benefits</b>	<b>124,578</b>	<b>156,465</b>	<b>123,874</b>	<b>(32,591)</b>	<b>166,745</b>	<b>42,871</b>
	<b>Total Compensation</b>	<b>609,334</b>	<b>674,643</b>	<b>537,989</b>	<b>(136,654)</b>	<b>759,182</b>	<b>221,193</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Parks & Recreation - Part II**

72		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>Total Compensation</b>	609,334	674,643	537,989	(136,654)	759,182	221,193
	<b>Operating Expense</b>						
572312	Other Professional Services	-	75,000	75,000	-	-	(75,000)
572340	Other Contracted Services	3,590	15,000	7,500	(7,500)	6,000	(1,500)
572400	Travel & Per Diem	-	3,496	2,500	(996)	6,000	3,500
572403	Special Events	14,581	50,250	46,029	(4,221)	94,300	48,271
572420	Postage	-	100	100	-	100	-
572440	Rentals & Leases	934	3,494	2,580	(914)	3,120	540
572461	Building Repair & Maintenance	2,078	7,500	6,480	(1,020)	-	(6,480)
572463	Pool Maintenance	11,950	16,500	15,500	(1,000)	12,000	(3,500)
572481	Recreation Programs	3,502	-	-	-	5,000	5,000
572482	After-School Program	-	15,800	2,500	(13,300)	15,800	13,300
572483	Out Of School Camp	-	2,800	2,658	(142)	3,000	342
572484	Intramural (Football & Basketball)	-	300	-	(300)	-	-
572485	Recreational Activities	11,922	-	-	-	-	-
572486	Recreation Football Program	(111)	-	-	-	-	-
572487	Football	-	26,200	20,583	(5,617)	21,700	1,117
572488	Basketball	-	2,530	2,700	170	2,800	100
572489	Track	-	2,625	4,000	1,375	4,250	250
572490	Baseball (Little Leagues)	-	2,700	1,500	(1,200)	2,700	1,200
572491	Cheerleading	-	1,500	3,300	1,800	3,300	-
572492	Soccer	-	-	-	-	3,500	3,500
572493	General Expense	-	4,000	2,000	(2,000)	4,000	2,000
572510	Office Supplies	6,229	5,000	1,000	(4,000)	1,800	800
572520	Operating Expense	2,495	-	-	-	-	-
572522	Uniforms	758	1,700	1,000	(700)	2,500	1,500
572540	Pubs/Subscriptions/Memberships	-	1,005	500	(505)	1,000	500
572541	Educational Costs	4,283	4,175	1,500	(2,675)	3,000	1,500
572552	Seniors Services	6,892	15,000	17,092	2,092	20,700	3,608
572553	Summer Camp Program	9,355	8,000	13,000	5,000	13,000	-
572554	Sports Officials Fees	411	-	-	-	-	-
572648	Vehicle Lease	-	6,600	-	(6,600)	-	-
	<b>Total Operating Expense</b>	78,869	271,275	229,022	(42,253)	229,570	548
	<b>Capital</b>						
572630	Improvement - Other Than Bldg	11,880	140,000	107,500	(32,500)	-	(107,500)
572640	Machinery & Equipment	30,856	12,500	12,675	175	4,000	(8,675)
572642	Furniture & Equipment	9,042	15,000	3,438	(11,562)	-	(3,438)
572646	Computers	-	8,000	8,000	-	-	(8,000)
572648	Vehicle Purchase	-	130,000	110,000	(20,000)	150,000	40,000
	<b>Total Capital</b>	51,778	305,500	241,613	(63,887)	154,000	(87,613)
	<b>Total Expense</b>	739,981	1,251,418	1,008,624	(242,794)	1,142,752	134,128





### Parks & Recreation - Footnote Detail – Page I

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	Exercise Program	6,000
Travel & Per Diem	State & National Parks & Recreation Conferences	6,000
Special Events	Easter Event	1,500
	MLK Walk	2,500
	July Fourth	20,000
	Track Invitational Meet	3,000
	Christmas Toys	6,000
	Halloween Fun Night	2,500
	School Bookbags	4,000
	Black History Month	2,000
	Ride For Life	1,000
	Community Chess Tournament	200
	Memorial Day Pool Party	1,600
	City Birthday	10,000
	<b>Total</b>	<b>94,300</b>
Postage	Miscellaneous Mailings	100
Rentals & Leases	Copier	3,120
Pool Maintenance	Monthly pool maintenance	12,000
Recreation Program	Future programs to be identified	5,000
After-School Program	Supplies & Equipment	2,000
	Snacks, Field Trips, Special Events	7,800
	Kids Eating Healthy	4,000
	Operation Safe Flying	2,000
	<b>Total</b>	<b>15,800</b>
Out-Of-School Camp	Single Days	500
	Winter Camp - 2 Weeks	1,500
	Spring Camp - One Week	1,000
	<b>Total</b>	<b>3,000</b>
Football	Equipment	2,000
	League Fees	3,000
	Uniforms	2,000
	Awards	1,200
	Officials	5,000
	Travels	6,500
	Meals	2,000
	<b>Total</b>	<b>21,700</b>
Basketball	Uniforms	1,000
	Awards	500
	Equipment	200
	League Fees	1,100
	<b>Total</b>	<b>2,800</b>



### Parks & Recreation - Footnote Detail – Page II

Account Name	Footnote Detail	Proposed Budget (\$)
Track	Awards	500
	Equipment	750
	Uniforms	500
	Registration Fees	2,500
	<b>Total</b>	<b>4,250</b>
Baseball (Little League)	Uniforms	900
	Awards	300
	Equipment	1,000
	League Fees	500
	<b>Total</b>	<b>2,700</b>
Cheerleading	Uniforms	1,500
	Awards	300
	Travel	1,500
	<b>Total</b>	<b>3,300</b>
Soccer	Uniforms	300
	Awards	200
	Equipment	1,000
	Competition	1,500
	Travel	500
	<b>Total</b>	<b>3,500</b>
General Expense	Miscellaneous expense for unidentified requirements	4,000
Office Supplies	Miscellaneous	1,800
Uniforms (Staff)	Staff uniforms	2,500
Memberships	FRPA, NRPA, Other	1,000
Education	Miscellaneous staff development	3,000
Seniors Services	Food	7,500
	Trips	5,000
	Fitness	1,000
	T-Shirts	1,500
	Special Events	4,000
	Arts & Crafts	1,700
	<b>Total</b>	<b>20,700</b>
Summer Camp	Clothing (Shirts)	1,000
	Special Events	3,000
	Field Trips	6,000
	Supplies	3,000
	<b>Total</b>	<b>13,000</b>
Machinery & Equipment	Food Service Equipment	4,000
Vehicle	Bus – Senior Program	150,000

# Buildings & Grounds Maintenance

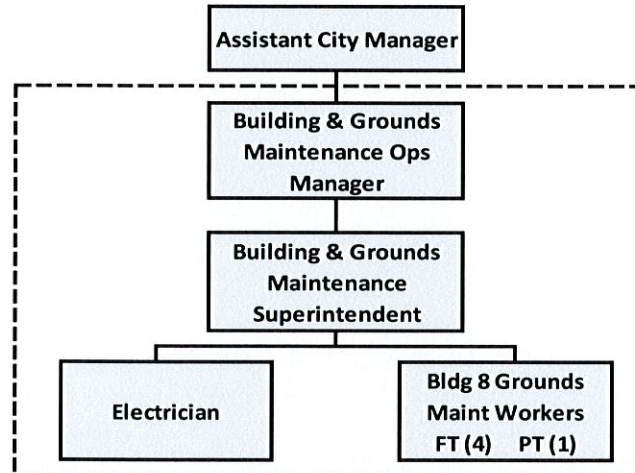






## BUILDINGS & GROUNDS MAINTENANCE

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



**Goal** – To provide quality maintenance, repair, and operations to City facilities and grounds with a commitment to ensuring safe, reliable, and sustainable facilities for residents, businesses, visitors, and employee of the City of Opa-locka.

### Current Year Accomplishments

- Renovated Ingram Park restroom and replacement of restroom roof
- Replaced Sherbondy Community Center air conditioning system
- Ingram Park field lights replacement
- Relocate Police Station to 1<sup>st</sup> Floor
- Relocate Building & License Department to 1<sup>st</sup> Floor
- Sherbondy 2<sup>nd</sup> floor Gym renovation
- Ongoing maintenance of all City facilities

### FY 23 Objectives

- Continued Cleanliness of Surrounding Grounds
- Reduce Reliance on Corrective Maintenance and Contribute to a more efficient and effective maintenance program
- Increase Productivity
- Optimize Energy Usage
- Interior painting of all City owned facilities
- Replacement of park playground equipment
- Exterior upgrades to City facilities and Pumpstations
- Ongoing maintenance of all City facilities
- Citywide upgrade to water efficient toilets



**FY 23 Measurements**

- Documented short and long-term maintenance strategies
- Conduct energy audit of City facilities

**Results vs. FY 22 Objectives**

- Assume responsibility for maintenance of 780 Fisherman Street – completed
- Citywide upgrade to water efficient toilets – Deferred to FY 23
- Implement and utilize work order system for this and other Public Works divisions – completed
- Conduct energy audit of City facilities – Deferred to FY 23
- Develop short- and long-term maintenance strategies and schedules for City facilities – completed
- Ongoing maintenance of all City facilities – completed

**Results vs. FY 22 Measurements**

- Documented short- and long-term maintenance strategies – Target = Yes – Results: Yes
- City gateway painted – Target = Yes – Results: Yes
- Paint City Facilities – Target = 3 – Results: Deferred to FY 23



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Buildings & Grounds Maintenance**

39		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
541120	Salaries-Regular	145,626	172,030	191,317	19,287	306,599	115,282
541130	Salaries-Part-Time	-	-	-	-	23,300	23,300
541140	Salaries - Overtime	6,646	5,000	5,000	-	2,000	(3,000)
	<b>Total Salaries</b>	<b>152,272</b>	<b>177,030</b>	<b>196,317</b>	<b>19,287</b>	<b>331,899</b>	<b>135,582</b>
	<b><u>Benefits</u></b>						
541210	FICA	10,921	13,313	15,020	1,707	25,390	10,370
541220	Retirement	13,643	18,830	21,241	2,411	39,529	18,288
541230	Life And Health Insurance	26,031	30,377	21,661	(8,716)	40,085	18,424
	<b>Total Benefits</b>	<b>50,596</b>	<b>62,520</b>	<b>57,922</b>	<b>(4,598)</b>	<b>105,004</b>	<b>47,082</b>
	<b>Total Compensation</b>	<b>202,868</b>	<b>239,550</b>	<b>254,239</b>	<b>14,689</b>	<b>436,903</b>	<b>182,664</b>
	<b><u>Operating Expense</u></b>						
541340	Other Contracted Services	-	115,000	115,000	-	35,000	(80,000)
541341	Uniform Rental/Laundry	1,013	1,500	1,500	-	1,500	-
541440	Rentals & Leases	-	6,300	5,370	(930)	5,000	(370)
541521	Clothing & Uniform Expense	-	-	-	-	1,200	1,200
541461	Building Repair & Maint	223,765	114,700	114,798	98	98,760	(16,038)
541462	Grounds Maintenance	-	-	-	-	10,000	10,000
541493	General Expense	-	3,000	3,000	-	3,500	500
541551	Maintenance Supplies	17,999	19,100	7,000	(12,100)	12,000	5,000
541648	Vehicles - Leased	-	4,600	-	(4,600)	11,200	11,200
	<b>Total Operating Expense</b>	<b>242,777</b>	<b>264,200</b>	<b>246,668</b>	<b>(17,532)</b>	<b>178,160</b>	<b>(68,508)</b>
	<b><u>Capital</u></b>						
541620	Building Improvement	-	60,000	-	(60,000)	230,000	230,000
541630	Improvements Other Than Bu	-	30,000	30,000	-	40,000	10,000
541640	Machinery & Equipment	221,098	-	-	-	50,000	50,000
	<b>Total Capital</b>	<b>221,098</b>	<b>90,000</b>	<b>30,000</b>	<b>(60,000)</b>	<b>320,000</b>	<b>290,000</b>
	<b>Total Expense</b>	<b>666,743</b>	<b>593,750</b>	<b>530,907</b>	<b>(62,843)</b>	<b>935,063</b>	<b>404,156</b>





### Public Works – Building Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	Miscellaneous services as needs become apparent	35,000
Uniform Rental / Laundry	Employee uniform rental service.	1,500
Rentals & Leases	Miscellaneous as need becomes apparent	5,000
Building Repair & Maintenance	Elevator Quarterly Maintenance	6,200
	Fire Alarm Maintenance	2,400
	Janitorial Services	5,160
	Repairs as needed	85,000
	<b>Total</b>	<b>98,760</b>
Grounds Maintenance	Maintenance of City grounds	10,000
General Expense	Fire Permits	500
	Other	3,000
	<b>Total</b>	<b>3,500</b>
Clothing & Uniform Expense	Steel Toe Shoes	1,200
Maintenance Supplies	Miscellaneous as required	12,000
Automotive Lease	Truck	4,600
Building Improvement	Paint PW Headquarters	100,000
	Paint Helen Miller	45,000
	Paint Segal	25,000
	Paint Sherbondy Center	60,000
	<b>Total</b>	<b>230,000</b>
Improvement Other Than Buildings	Park Entrance enhancement	40,000
Machinery & Equipment	To be determined	50,000
Vehicle Lease	Two trucks	11,200

# Public Works Administration





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Public Works - Admin**

32		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
541110	Salaries - Executive	69,733	69,039	70,182	1,143	110,543	40,361
541120	Salaries - Regular	181,314	240,006	238,699	(1,307)	302,866	64,167
541140	Salaries - Overtime	188	300	300	-	300	-
	<b>Total Salaries</b>	<b>251,235</b>	<b>309,345</b>	<b>309,181</b>	<b>(164)</b>	<b>413,709</b>	<b>104,528</b>
	<b><u>Benefits</u></b>						
541210	FICA	18,335	24,033	23,655	(378)	31,648	7,993
541220	Retirement	24,048	33,990	33,453	(537)	49,273	15,820
541230	Life And Health Insurance	27,643	30,414	28,214	(2,200)	41,387	13,173
	<b>Total Benefits</b>	<b>70,026</b>	<b>88,438</b>	<b>85,322</b>	<b>(3,115)</b>	<b>122,308</b>	<b>36,986</b>
	<b>Total Compensation</b>	<b>321,261</b>	<b>397,783</b>	<b>394,503</b>	<b>(3,279)</b>	<b>536,017</b>	<b>141,514</b>
	<b><u>Operating Expense</u></b>						
541312	Other Professional Services	-	600	265	(335)	-	(265)
541340	Other Contracted Services	5	-	-	-	-	-
541400	Travel	-	1,000	-	(1,000)	1,000	1,000
541420	Postage	6	100	100	-	200	100
541440	Rentals & Leases	1,342	4,999	3,092	(1,907)	3,778	686
541461	Repair & Maintenance - Bldg	-	-	-	-	-	-
541493	General Expense	(678)	2,000	2,000	-	2,000	-
541510	Office Supplies	3,073	4,000	4,000	-	4,000	-
541520	Operating Expense	-	-	-	-	30,000	30,000
541540	Pub/Subs/Memberships	89	1,200	100	(1,100)	3,261	3,161
541541	Educational Costs	-	4,400	4,000	(400)	400	(3,600)
	<b>Total Operating Expense</b>	<b>3,837</b>	<b>18,299</b>	<b>13,557</b>	<b>(4,742)</b>	<b>44,639</b>	<b>31,082</b>
	<b><u>Capital</u></b>						
541642	Furniture & Equipment	-	1,500	1,000	(500)	-	(1,000)
541646	Computers	6,600	39,100	38,600	(500)	-	(38,600)
	<b>Total Capital</b>	<b>6,600</b>	<b>39,100</b>	<b>38,600</b>	<b>(500)</b>	<b>-</b>	<b>(38,600)</b>
	<b>Total Expense</b>	<b>331,698</b>	<b>455,182</b>	<b>446,661</b>	<b>(8,521)</b>	<b>580,656</b>	<b>133,995</b>





### Public Works - Administration - Footnote Detail

Account Name	Footnote Detail	Proposed Budget
Travel	Travel – Conferences, Other	1,000
Postage	Miscellaneous mailing	200
Rentals & Leases	Copier	3,778
General Expense	Miscellaneous Minor Unanticipated Expenditures	2,000
Office Supplies	Miscellaneous	4,000
Operating Expense	Resident Paint Giveaway Program	20,000
	Resident Tree Giveaway Program	10,000
	<b>Total</b>	<b>30,000</b>
Memberships	AWWA	2,271
	APWA	390
	PE License	100
	Other	500
	<b>Total</b>	<b>3,261</b>
Education Costs	Conferences – AWAA, APWA	400

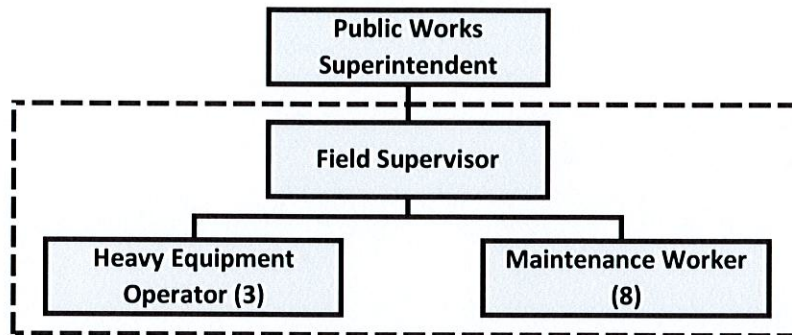
# Streets & Illegal Dumping Removal





## PUBLIC WORKS – STREETS & ILLEGAL DUMPING REMOVAL

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



**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.





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Public Works - Streets & Illegal Dumping Removal**

41		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
541120	Salaries-Regular	204,366	281,351	297,014	15,663	474,958	177,944
541140	Salaries - Overtime	15,829	22,000	22,000	-	10,000	(12,000)
	<b>Total Salaries</b>	<b>220,195</b>	<b>303,351</b>	<b>319,014</b>	<b>15,663</b>	<b>484,958</b>	<b>165,944</b>
	<b><u>Benefits</u></b>						
541210	FICA	16,309	22,138	24,404	2,266	37,101	12,697
541220	Retirement	18,813	31,308	34,518	3,211	57,762	23,244
541230	Life And Health Insurance	30,810	46,802	42,952	(3,850)	77,745	34,793
541240	Workers Comp	-	-	-	-	-	-
	<b>Total Benefits</b>	<b>65,931</b>	<b>100,248</b>	<b>101,874</b>	<b>1,626</b>	<b>172,608</b>	<b>70,734</b>
	<b>Total Compensation</b>	<b>286,126</b>	<b>403,599</b>	<b>420,888</b>	<b>17,289</b>	<b>657,566</b>	<b>236,678</b>
	<b><u>Operating Expense</u></b>						
541312	Other Professional Services	-	52,000	50,000	(2,000)	35,000	(15,000)
541340	Other Contracted Services	213,038	342,000	341,252	(748)	576,500	235,248
541341	Uniform Rental/Laundry	2,423	4,200	3,500	(700)	4,600	1,100
541430	Electricity, Gas & Water	150,983	187,000	175,000	(12,000)	181,000	6,000
541431	Tipping Fees	-	-	-	-	60,000	60,000
541440	Rentals & Leases	8,721	30,000	22,632	(7,368)	10,000	(12,632)
541463	Grounds Maintenance	(612)	8,000	-	(8,000)	5,000	5,000
541467	Repairs - Machinery & Equipme	4,228	1,000	1,000	-	1,000	-
541493	General Expense	-	-	-	-	25,000	25,000
541520	Operating Expense	-	7,000	6,459	(541)	48,000	41,541
541521	Clothing & Uniform Expense	1,537	1,000	800	(200)	800	-
541530	Road Materials & Supplies	52,950	21,500	20,236	(1,264)	22,500	2,264
541550	Small Tools & Supplies	2,474	1,000	1,000	-	1,000	-
541648	Automotive Lease/Purchase	-	48,000	2,000	(46,000)	115,000	113,000
	<b>Total Operating Expense</b>	<b>435,742</b>	<b>702,700</b>	<b>623,879</b>	<b>(78,821)</b>	<b>1,085,400</b>	<b>461,521</b>
	<b><u>Capital</u></b>						
541640	Machinery & Equipment	81,671	64,000	64,000	-	30,000	(34,000)
	<b>Total Capital</b>	<b>81,671</b>	<b>64,000</b>	<b>64,000</b>	<b>-</b>	<b>30,000</b>	<b>(34,000)</b>
	<b>Total Expense</b>	<b>803,539</b>	<b>1,170,299</b>	<b>1,108,767</b>	<b>(61,532)</b>	<b>1,772,966</b>	<b>664,199</b>



### Public Works – Roads & Streets - Footnote Detail

Account Name	Footnote Detail	Proposed Budget
Other Professional Services	Street Light Study	35,000
Other Contracted Services	Illegal Dumping Removal	100,000
	Irrigation	52,000
	Landscaping	353,500
	Medians Sandblasted	25,000
	Open Transfer Station	15,000
	Trees	25,000
	Other	6,000
	<b>Total</b>	<b>576,500</b>
Uniform Rental / Laundry	Employee uniform rental	4,600
Electricity, Gas, Water	City Streetlights	181,000
Tipping Fees	Disposal of illegal dumping	60,000
Rentals & Leases	Various equipment as needed	10,000
Grounds Maintenance	City Beautification	5,000
Repairs – Machinery & Equipment	Unplanned equipment repairs	1,000
General Expense	Reward for reporting individuals doing illegal dumping	25,000
Operating Expense	Park entrance enhancement	40,000
	No Dumping Signage	5,000
	Miscellaneous	3,000
	<b>Total</b>	<b>48,000</b>
Clothing & Uniform Expense	Protective equipment, steel toe shoes	800
Road Materials & Supplies	Asphalt, concrete, mulch, gravel, etc.	22,500
Small Tools & Supplies	Miscellaneous	1,000
Machinery & Equipment	Backhoe lease	30,000
Vehicle Lease	Bucket truck lease	33,000
	Clam truck lease	24,000
	Dump truck lease	24,200
	Pick-up truck (6) lease	33,600
	<b>Total</b>	<b>115,000</b>

# Vehicle Maintenance

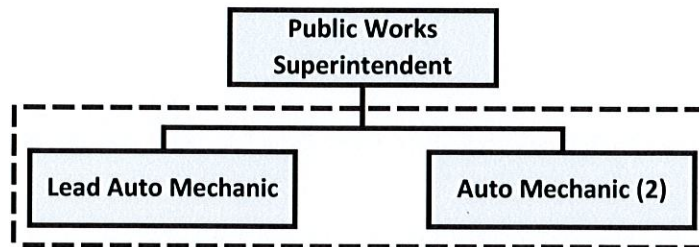






## PUBLIC WORKS – VEHICLE MAINTENANCE

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



### **Goal**

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



### Public Works - Vehicle Maintenance

49		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
541120	Salaries-Regular	126,013	158,917	149,483	(9,434)	176,849	27,366
541140	Salaries - Overtime	4,000	3,800	3,800	-	800	(3,000)
	<b>Total Salaries</b>	<b>130,013</b>	<b>162,717</b>	<b>153,283</b>	<b>(9,434)</b>	<b>177,649</b>	<b>24,366</b>
	<b><u>Benefits</u></b>						
541210	FICA	9,715	12,219	11,726	(493)	13,592	1,866
541220	Retirement	10,222	17,281	16,585	(696)	21,159	4,574
541230	Life And Health Insurance	16,292	22,425	15,693	(6,732)	19,822	4,129
	<b>Total Benefits</b>	<b>36,229</b>	<b>51,925</b>	<b>44,004</b>	<b>(7,921)</b>	<b>54,573</b>	<b>10,569</b>
	<b>Total Compensation</b>	<b>166,242</b>	<b>214,642</b>	<b>197,287</b>	<b>(17,355)</b>	<b>232,222</b>	<b>34,935</b>
	<b><u>Operating Expense</u></b>						
541340	Other Contracted Services	85,234	65,800	64,409	(1,391)	59,000	(5,409)
541341	Uniform Rental/Laundry	1,828	1,986	2,000	14	2,000	-
541440	Rentals & Leases	-	1,000	1,000	-	1,000	-
541450	Gas, Oil, Grease	267,074	380,000	380,000	-	449,400	69,400
541466	Vehicle Repair - Accidents	-	11,000	5,000	(6,000)	28,000	23,000
541493	General Expense	-	-	-	-	4,000	4,000
541520	Operating Expense	-	2,000	2,000	-	2,000	-
541542	Parts & Repairs	-	-	-	-	300	300
541543	Tires & Wheels	36,006	55,000	40,000	(15,000)	50,000	10,000
541550	Small Tools & Supplies	15,557	16,000	16,000	-	16,000	-
541648	Vehicle Lease/Purchase	-	1,000	1,000	-	1,000	-
	<b>Total Operating Expense</b>	<b>405,699</b>	<b>533,786</b>	<b>511,409</b>	<b>(22,377)</b>	<b>612,700</b>	<b>101,291</b>
	<b><u>Capital</u></b>						
541640	Machinery & Equipment	-	-	-	-	3,000	3,000
541642	Computer Equipment	-	1,300	1,300	-	-	(1,300)
	<b>Total Capital</b>	<b>-</b>	<b>1,300</b>	<b>1,300</b>	<b>-</b>	<b>3,000</b>	<b>1,700</b>
	<b>Total Expense</b>	<b>571,941</b>	<b>749,728</b>	<b>709,996</b>	<b>(39,732)</b>	<b>847,922</b>	<b>137,926</b>



### Public Works – Vehicle Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	Vehicle repairs performed by vendors	59,000
Uniform Rental / Laundry	Employee uniform rental	2,000
Rentals & Leases	Miscellaneous	1,000
Gas, Oil, Grease	Gasoline	444,000
	Oil / Other	5,400
	<b>Total</b>	<b>449,400</b>
Vehicle Repair - Accidents	Separate account for repairs related to accidents	28,000
General Expense	DERM	1,500
	Other	2,500
	<b>Total</b>	<b>4,000</b>
Operating Expense	Miscellaneous minor expense	2,000
Clothing & Uniform Expense	Protective shoes	300
Parts	Parts required for repairs performed by City staff	40,000
Tires & Wheels	Replacement tires	16,000
Small Tools & Supplies	Miscellaneous	1,000
Machinery & Equipment	Wheel Balancing Equipment	3,000



# 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. This fund is also used to fund the General Fund portion of the debt owed to Miami-Dade County for unpaid services incurred at the time the City entered into Financial Emergency status.

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

**Current Year Accomplishments** – Forecasted to provide \$3.2 million to the General Fund as surplus pledged funds above what was required to cover current year debt service.

**FY 23 Objectives** – NA – This is an administrative fund with no operational responsibilities.

**FY 23 Measurements** – NA – This is an administrative fund with no operational responsibilities.



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Debt Service - Summary**

ACCT	Account Title	FY 21	FY 22			FY 23	
		Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>Funding</b>						
<b>230</b>	<b>Revenue</b>						
	<u>FY 11 Bond-Related Revenue</u>						
335120	State Revenue Sharing	732,284	684,895	725,000	40,105	775,000	50,000
335180	Local Gov 1/2 Sales Tax	1,450,293	1,370,016	1,650,000	279,984	1,650,000	-
	<b>Total FY 11 Bond-Related Revenue</b>	<b>2,182,577</b>	<b>2,054,911</b>	<b>2,375,000</b>	<b>320,089</b>	<b>2,425,000</b>	<b>50,000</b>
	<u>FY 15 Note-Related Revenue</u>						
314100	Utility Tax - FPL	1,437,881	1,385,000	1,410,000	25,000	1,452,300	42,300
314500	Telecom Tax	496,189	487,000	620,000	133,000	638,600	18,600
	<b>Total FY 15 Note-Related Revenue</b>	<b>1,934,070</b>	<b>1,872,000</b>	<b>2,030,000</b>	<b>158,000</b>	<b>2,090,900</b>	<b>60,900</b>
381010	Transfer In	-	48,044	48,044	-	115,842	-
	<b>Total Revenue</b>	<b>4,116,647</b>	<b>3,974,955</b>	<b>4,453,044</b>	<b>478,089</b>	<b>4,631,742</b>	<b>110,900</b>
<b>83</b>	<b>Expenditure</b>						
	<u>Debt Service</u>						
	<u>FY 11 Bond</u>						
513710	Bond Principal	564,000	583,000	583,000	-	603,000	20,000
513720	Bond Interest	122,684	103,087	103,087	-	82,817	(20,270)
	<b>Total Debt Service - FY 11 Bond</b>	<b>686,684</b>	<b>686,087</b>	<b>686,087</b>	<b>-</b>	<b>685,817</b>	<b>(270)</b>
	<u>FY 15 Note</u>						
513711	2015 Bond Principal	260,451	343,775	339,427	(4,348)	352,242	12,815
513721	2015 Bond Interest	262,761	179,437	183,785	4,348	170,970	(12,815)
	<b>Total Debt Service - FY 15 Note</b>	<b>523,212</b>	<b>523,212</b>	<b>523,212</b>	<b>-</b>	<b>523,212</b>	<b>-</b>
	<u>Miami-Dade Debt</u>						
517722	Principal	-	44,969	44,969	-	115,842	70,873
517723	Interest	-	3,075	3,075	-	-	(3,075)
	<b>Total Miami-Dade Debt Service</b>	<b>-</b>	<b>48,044</b>	<b>48,044</b>	<b>-</b>	<b>115,842</b>	<b>67,798</b>
	<b>Total Debt Service Ex Transfer Out</b>	<b>1,209,896</b>	<b>1,257,343</b>	<b>1,257,343</b>	<b>-</b>	<b>1,324,871</b>	<b>67,528</b>
	<u>Transfer Out</u>						
513910	Transfer Out - Surplus To Gen Fund	2,906,751	2,717,612	3,195,701	478,089	3,306,871	111,170
	<b>Total Transfer Out</b>	<b>2,906,751</b>	<b>2,717,612</b>	<b>3,195,701</b>	<b>478,089</b>	<b>3,306,871</b>	<b>111,170</b>
	<b>Total Expense</b>	<b>4,116,647</b>	<b>3,974,955</b>	<b>4,453,044</b>	<b>478,089</b>	<b>4,631,742</b>	<b>178,698</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Fund Balance - Restricted</b>						
	<b>Beginning</b>	<b>2,650,744</b>	<b>2,650,744</b>	<b>2,650,744</b>	<b>-</b>	<b>2,650,744</b>	<b>-</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Ending</b>	<b>2,650,744</b>	<b>2,650,744</b>	<b>2,650,744</b>	<b>-</b>	<b>2,650,744</b>	<b>-</b>





### 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	603,000
FY 11 Bond Debt Service - Interest	Interest payment on FY 11 bond	82,817
FY 15 Bond Debt Service - Principal	Principal payment on FY 15 note issued to refund FY 14 bond and to purchase 780 Fisherman Street	352,242
FY 15 Bond Debt Service - Interest	Interest payment on FY 15 note	170,970
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	3,306,871

# Safe Neighborhood CIP Fund





## SAFE NEIGHBORHOOD CIP FUND

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

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

### Current Year Accomplishments

- Installation of new fences at two City Parks (Sherbondy and Segal Park)
- Initiate Pavement and City Assets Assessment
- Initiate design for Historic City Hall
- Initiate Historic Fire Station restoration project
- Initiate Police Department relocation
- Condition assessment for Old Police Station completed
- Installation of 2.7 miles of sidewalks completed
- Relocation of Building and License Department
- Resurfacing of Segal Park Parking Lot

### FY 23 Objectives

- New fences at two City parks for security and beautification
- Initiate construction of Cairo Lane project (roadway portion in Safe Neighborhood Fund)
- Restoration of Basketball and Tennis Courts Ingram Park
- Development of Citywide Capital Improvement Plan Program

### Results vs. FY 22 Objectives

- New fences at five City parks for security and beautification – Results: Two to be completed in FY 22
- Initiate construction of Cairo Lane project (roadway portion in Safe Neighborhood Fund) – Results: Deferred until FY 23
- Initiate Historic City Hall restoration project – Results: Design is underway
- Initiate Historic Fire Station restoration project – Results: Assessment completed
- Initiate Police station relocation project – Results: Design completed. Construction to be completed by December, 2022.
- Identification of additional sources of funding for Historic City Hall and Fire Station projects – Results: Additional funding for Historic City Hall identified on a tentative basis. In regard to the Historic Fire Station, a grant with a City match requirement has been applied for.
- Install 2.7 miles of sidewalks – Results: Completed
- Complete roadway portion of Pump Station #4 relocation: Results: Design underway





**Results vs. FY 22 Measurements**

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



**Safe Neighborhood CIP Fund - Summary**

		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>320</b>	<b><u>Revenue</u></b>						
312405	Gas Tax - Local Option (1-6)	205,140	214,939	205,000	(9,939)	222,471	17,471
312410	Gas Tax - Local Option (1-5)	77,637	82,103	80,000	(2,103)	85,807	5,807
361100	Interest	89	-	-	-	-	-
	<b>Total Revenue - Ex Grants</b>	<b>282,866</b>	<b>297,042</b>	<b>285,000</b>	<b>(12,042)</b>	<b>308,278</b>	<b>23,278</b>
	<b><u>Grants</u></b>						
331696	SN CIP Grant-CDBG AL (MDC/C	395,051	-	-	-	-	-
331694	GOB Grant - Historic City Hall	-	600,000	-	(600,000)	600,000	600,000
334700	Grants	-	1,259,729	1,252,992	(6,737)	230,000	(1,022,992)
	<b>Total Grants</b>	<b>395,051</b>	<b>1,859,729</b>	<b>1,252,992</b>	<b>(606,737)</b>	<b>830,000</b>	<b>(422,992)</b>
	<b>Total Revenue</b>	<b>677,917</b>	<b>2,156,771</b>	<b>1,537,992</b>	<b>(618,779)</b>	<b>1,138,278</b>	<b>(399,714)</b>
	<b><u>Loans</u></b>						
	SRF Loan - WW13031	-	800,000	-	(800,000)	-	-
	<b>Total Loans</b>	<b>-</b>	<b>800,000</b>	<b>-</b>	<b>(800,000)</b>	<b>-</b>	<b>-</b>
	<b><u>Transfer-In</u></b>						
381001	From General Fund	192,388	1,548,375	1,429,978	(118,397)	2,952,408	1,522,430
381180	From CRA Fund	-	60,000	60,000	-	-	(60,000)
	<b>Total Transfer-In</b>	<b>192,388</b>	<b>1,608,375</b>	<b>1,489,978</b>	<b>(118,397)</b>	<b>2,952,408</b>	<b>1,462,430</b>
	<b>Total Funding</b>	<b>870,305</b>	<b>4,565,146</b>	<b>3,027,970</b>	<b>(1,537,176)</b>	<b>4,090,686</b>	<b>1,062,716</b>
<b>44</b>	<b><u>Expenditure</u></b>						
	Operating Expense	4,876	-	-	-	-	-
	Capital	865,429	4,565,146	3,027,970	(1,537,176)	4,090,686	1,062,716
	<b>Total Expenditure</b>	<b>870,305</b>	<b>4,565,146</b>	<b>3,027,970</b>	<b>(1,537,176)</b>	<b>4,090,686</b>	<b>1,062,716</b>
	<b>Total Expenditure</b>	<b>870,305</b>	<b>4,565,146</b>	<b>3,027,970</b>	<b>(1,537,176)</b>	<b>4,090,686</b>	<b>1,062,716</b>
	<b>(Use of)/Add To Fund Bal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b><u>Fund Balance - Unassigned</u></b>						
	<b>Beginning</b>	<b>156,461</b>	<b>-</b>	<b>156,461</b>	<b>156,461</b>	<b>-</b>	<b>156,461</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Ending</b>	<b>156,461</b>	<b>-</b>	<b>-</b>	<b>156,461</b>	<b>-</b>	<b>156,461</b>



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Safe Neighborhood CIP Fund - Capital Expenditure**

		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>44</b>	<b><u>Expense</u></b>						
	<b><u>Capital</u></b>						
541800	Resurfacing Improvements	-	360,000	352,000	(8,000)	-	(352,000)
541811	Ingram Park	374,000	36,000	36,000	-	-	(36,000)
541818	2105 Ali-Baba Improvements	241,761	208,000	208,000	-	-	(208,000)
541820	Cairo Lane	249,668	906,832	164,193	(742,639)	-	(164,193)
541822	Demolition	-	-	-	-	300,000	300,000
541823	Historic City Hall	-	645,000	45,000	(600,000)	600,000	555,000
541828	NW 133 ST Improvements	-	29,585	26,895	(2,690)	-	(26,895)
541835	Sidewalks	-	500,000	474,943	(25,057)	308,278	(166,665)
541836	Pump St #4 Relocate	-	125,000	-	(125,000)	125,000	125,000
541837	Park - Trails	-	-	-	-	110,000	110,000
541838	Parks - Fences	-	253,000	253,000	-	150,000	(103,000)
541839	Police Station	-	1,125,000	1,125,000	-	-	(1,125,000)
541840	Sesame Street Bridge	-	220,000	192,947	(27,053)	800,000	607,053
541841	Fire House/HR Bldg	-	122,000	122,000	-	-	(122,000)
541842	RR Crossing - Codadad Street	-	-	-	-	209,819	209,819
541843	RR Crossing - Opa-locka Blvd	-	-	-	-	257,589	257,589
543638	NW 131 Road Improvement	-	34,729	27,992	(6,737)	-	(27,992)
541844	Comm. Chambers Relocate	-	-	-	-	100,000	100,000
541845	PW HQ Hardening	-	-	-	-	600,000	600,000
541846	Helen Miller - Senior Center	-	-	-	-	100,000	100,000
541847	Gateways	-	-	-	-	280,000	280,000
541848	Ingram Park Court Restoration	-	-	-	-	50,000	50,000
541849	Fitness Trail - Segal	-	-	-	-	100,000	100,000
	<b>Total Capital</b>	<b>865,429</b>	<b>4,565,146</b>	<b>3,027,970</b>	<b>(1,537,176)</b>	<b>4,090,686</b>	<b>1,062,716</b>





### Safe Neighborhood CIP - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Demolition	Potential demolition of three properties if identified and approved for demolition by the County Unsafe Structure Board. Funded by General Fund	300,000
Historic City Hall	Restoration of Historic City Hall. Funding provided by the County General Obligation Bond Fund. Additional funding required and tentatively to also be provided by this Fund.	600,000
Sidewalks	Continuation of program to install sidewalks throughout the City.	308,278
Pump St #4 Relocate - Road Portion	Road portion of a \$600,000 project to relocate and increase the capacity of Pump Station #4. \$500,000 funded by a CDBG grant and the remainder is recommended to be funded with ARPA funds	125,000
Ingram Park Trail	Upgrade of an exercise trail at Ingram Park. Funded by the General Fund.	110,000
Parks - Fences	Installation of wrought iron fences for Ingram and Magnolia North parks. To be funded by the General Fund	150,000
Sesame Street Bridge	Repair of the closed bridge. Funded by the General Fund	800,000
RR Crossing - Codadad Street	Required City participation in a FDOT project to repair this railroad crossing. Funded by the General Fund	209,819
RR Crossing - Opa-locka Blvd	Required City participation in a FDOT project to repair this railroad crossing. Funded by the General Fund	257,589
Commission Chambers Relocation	Relocation of the Commission Chambers from Sherbondy Village to the third floor of the Municipal Complex. Funded by the General Fund	100,000
PW HQ Hardening	Renovation of the PW Headquarters building and surrounding facility. Funded by the General Fund	600,000
Helen Miller - 2nd Floor Senior Cntr	Upgrade the second floor of the Helen Miller building to provide an enhance Senior Center. Funded by a State grant.	100,000
Gateways	Renovation and branding of eight City entryway signage. Funded by the General Fund	280,000
Ingram Park Court Restoration	Restoration of the Ingram Park basketball court. Funded by a State grant	50,000
Fitness Trail - Segal	Installation of a fitness trail at Segal Park. Funded by a State grant with a 20% City match.	100,000

# 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**

- 2.7 miles of sidewalks installed
- Operated the Community Bus Northern Route program
- 4.5 lane miles of milling and resurfacing

### **FY 23 Objectives**

- 2.5 lane-miles of roadway resurfacing
- Completion of Cairo Lane project roadway portion of the project
- Operate the Community Bus Northern and Southern Routes funded by the County Citizen's Independent Transportation Trust Fund (CITT) and a Florida Department of Transportation (FDOT) grant.

### **Results vs. 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. – Results – Deferred to FY 23
- 3 lane-miles of roadway resurfacing – Results - Exceeded





### People's Transportation Plan - Summary

		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>176</b>	<b>Revenue</b>						
334950	PTT - Bus	217,512	500,000	225,000	(275,000)	437,500	212,500
334951	PTT - Roads	506,266	200,000	491,626	291,626	394,777	(96,849)
	FDOT Grant	-	250,000	-	(250,000)	212,500	212,500
381001	Transfer In (General Fund)	632,540	-	123,224	123,224	-	(123,224)
	<b>Total Funding</b>	<b>1,356,319</b>	<b>950,000</b>	<b>839,850</b>	<b>(110,150)</b>	<b>1,044,777</b>	<b>204,927</b>
<b>47</b>	<b>Expenditure</b>						
	<b>Operating Expense</b>						
541340	Other Contracted Services	1,397,136	-	-	-	-	-
541342	Bus Circulator Expense	217,512	750,000	225,000	(525,000)	650,000	425,000
	<b>Total Operating Expense</b>	<b>1,614,648</b>	<b>750,000</b>	<b>225,000</b>	<b>(525,000)</b>	<b>650,000</b>	<b>425,000</b>
	<b>Capital</b>						
541800	Resurfacing Improvements	-	236,405	236,405	-	394,777	158,372
541815	NW 147 St Improve (Road)	-	165,900	165,900	-	-	(165,900)
541828	NW 133 St Improve (Road)	-	22,445	22,445	-	-	(22,445)
541835	Sidewalks	-	190,100	190,100	-	-	(190,100)
	<b>Total Capital</b>	<b>-</b>	<b>614,850</b>	<b>614,850</b>	<b>-</b>	<b>394,777</b>	<b>(220,073)</b>
	<b>Total Expenditure</b>	<b>1,614,648</b>	<b>1,364,850</b>	<b>839,850</b>	<b>(525,000)</b>	<b>1,044,777</b>	<b>204,927</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>(258,329)</b>	<b>(414,850)</b>	<b>-</b>	<b>414,850</b>	<b>-</b>	<b>-</b>
	<b>Fund Balance - Unassigned</b>						
	<b>Beginning</b>	<b>1,373,484</b>	<b>1,115,155</b>	<b>1,115,155</b>	<b>-</b>	<b>1,115,155</b>	<b>-</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>(258,329)</b>	<b>(414,850)</b>	<b>-</b>	<b>414,850</b>	<b>-</b>	<b>-</b>
	<b>Ending</b>	<b>1,115,155</b>	<b>700,305</b>	<b>1,115,155</b>	<b>414,850</b>	<b>1,115,155</b>	<b>-</b>



### People's Transportation Plan - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Community Bus	A new South community bus route in addition to the current North route. To be funded by County CITT funds and a Federal DOT grant	650,000
Resurfacing Improvements	A continuation of the City program to resurface all roadways in the City for which it is responsible. To be funded by County CITT funds	394,777

# Town Center







## TOWN CENTER

**Mission** – Provide clean, safe, attractive workspaces for City staff, tenants, and visitors who frequent the facility. Maintain a great working relationship with tenants to ensure their issues are handled in a timely and equitable manner.

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

### Current Year Accomplishments

- Enhanced emergency generator system to ensure Police Department maintains adequate power availability
- Upgraded fire alarm system to fully conform to Code
- Installed a card key system to increase security.
- Relocate Police Station to 1<sup>st</sup> Floor
- Relocate Building & License Department to 1<sup>st</sup> Floor
- Ensured City grounds around Town Center was regularly picked up

### FY 23 Objectives

- Paint building
- Continued cleanliness of surrounding City grounds
- Phase 1 of HVAC Replacement
- Enhance building security
- Reduce Property Taxes to only portion of the building occupied by for-profit tenants
- Increase occupancy to 100% of available rentable space
- Continue sanitization of building in response to ongoing pandemic

### FY 23 Measurements

- Occupancy – Target - 100% of available rentable space

### Results vs. 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
- Transfer building maintenance responsibility to Building Maintenance Department
- Carpet replacement – Phase I



**Results vs. FY 22 Measurements**

- Elimination or reduction of property taxes – Target = Yes – Results: Tenant paid for all property taxes on building other than the portion of the property taxes related to the City
- Maximize rental occupancy – Target = 100% - Results: Estimated 60% of rentable space rented.
- Hire a property manager – Target = Yes – Results: Not done since quotes were too expensive



### Town Center - Summary

490		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Funding</u></b>						
	<b><u>Revenue</u></b>						
371001	Rent -SF Workforce	56,371	41,200	40,400	(800)	41,612	1,212
371005	Rent - Art Academy Of Excell	42,452	44,000	11,439	(32,561)	-	(11,439)
371006	Rent - S FL School Of Exceller	175,500	265,000	338,366	73,366	288,773	(49,593)
	Opa-locka CDC	109,252	-	-	-	-	-
371000	Rent - Other	-	-	-	-	149,999	150,000
	<b>Total Revenue</b>	<b>383,575</b>	<b>350,200</b>	<b>390,205</b>	<b>40,005</b>	<b>480,384</b>	<b>90,180</b>
	<b><u>Transfer-In</u></b>						
	<b>Total Transfer-In</b>	<b>417,560</b>	<b>594,728</b>	<b>496,259</b>	<b>(98,469)</b>	<b>391,227</b>	<b>(105,032)</b>
	<b>Total Funding</b>	<b>801,135</b>	<b>944,928</b>	<b>886,463</b>	<b>(58,465)</b>	<b>871,611</b>	<b>(14,852)</b>
	<b><u>Expense</u></b>						
	<b>Total Compensation</b>	<b>35,088</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Operating Expense	656,995	746,601	699,281	(47,320)	549,479	(149,802)
	Capital	560	75,000	75,000	-	200,000	125,000
	<b>Total Expense Ex Trans Out</b>	<b>692,643</b>	<b>821,601</b>	<b>774,281</b>	<b>(47,320)</b>	<b>749,479</b>	<b>(24,802)</b>
	Transfer Out	108,491	123,327	112,182	(11,145)	122,132	9,950
	<b>Total Expense</b>	<b>801,135</b>	<b>944,928</b>	<b>886,463</b>	<b>(58,465)</b>	<b>871,611</b>	<b>(14,852)</b>
	<b>Over / (Under)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Town Center - Expense**

62		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
519120	Salaries - Regular	25,286	-	-	-	-	-
519140	Salaries - Overtime	55	-	-	-	-	-
	<b>Total Salaries</b>	<b>25,341</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b><u>Benefits</u></b>						
519210	FICA	1,921	-	-	-	-	-
519220	Retirement	2,206	-	-	-	-	-
519230	Life And Health Insurance	5,621	-	-	-	-	-
	<b>Total Benefits</b>	<b>9,747</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Compensation</b>	<b>35,088</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b><u>Operating Expense</u></b>						
519312	Other Professional Services	24,989	57,000	32,000	(25,000)	-	(32,000)
519340	Other Contracted Services	311,626	328,000	326,860	(1,140)	195,000	(131,860)
519430	Electric, Gas, Water	107,297	146,600	140,921	(5,679)	146,979	6,058
519440	Rentals	-	-	-	-	18,000	18,000
519461	Repair & Maint - Building	58,919	57,000	46,000	(11,000)	33,500	(12,500)
519493	General Expense	-	2,500	2,500	-	3,000	500
519494	Real Estate Tax	154,164	155,500	151,000	(4,500)	153,000	2,000
	<b>Total Operating Expense</b>	<b>656,995</b>	<b>746,600</b>	<b>699,281</b>	<b>(47,319)</b>	<b>549,479</b>	<b>(149,802)</b>
	<b><u>Capital</u></b>						
519620	Building Improvements	-	75,000	75,000	-	200,000	125,000
519640	Machinery & Equipment	560	-	-	-	-	-
	<b>Total Capital</b>	<b>560</b>	<b>75,000</b>	<b>75,000</b>	<b>-</b>	<b>200,000</b>	<b>125,000</b>
	<b>Total Expense Ex Trans Out</b>	<b>692,643</b>	<b>821,600</b>	<b>774,281</b>	<b>(47,319)</b>	<b>749,479</b>	<b>(24,802)</b>
	<b><u>Transfer Out</u></b>						
519441	Information Tech Charge	4,383	7,830	-	(7,830)	-	-
519442	Insurance Charge - Risk	87,624	93,849	92,765	(1,084)	96,410	3,646
519462	General Fund - Admin	16,484	21,648	19,418	(2,230)	25,722	6,305
	<b>Total Transfer Out</b>	<b>108,491</b>	<b>123,327</b>	<b>112,182</b>	<b>(11,145)</b>	<b>122,132</b>	<b>9,951</b>
	<b>Total Expense</b>	<b>801,135</b>	<b>944,927</b>	<b>886,463</b>	<b>(58,464)</b>	<b>871,611</b>	<b>(14,851)</b>



### Town Center - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	Security services	75,000
	Janitorial services	77,000
	Elevator maintenance	18,000
	Fire panel maintenance	5,000
	Other	20,000
	<b>Total</b>	<b>195,000</b>
Electric, Gas, Water	Electricity	59,679
	Water	87,000
	Gas	300
	<b>Total</b>	<b>146,979</b>
Rentals	Temporary air condition units as needed	18,000
Building Repair & Maintenance	Unplanned repairs as needed	33,500
General Expense	For small unanticipated expenditures for which no other account is applicable	3,000
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.	153,000
Building Improvements	Paint Building	100,000
	Replace air conditioning – Ph I	100,000
	<b>Total</b>	<b>200,000</b>
Insurance Charge	Payment to the Risk Management Internal Service Fund for insurance	96,410
Reimbursement - Administrative	Payment to the General Fund for administrative support	25,722

# Water-Sewer Operating Fund Summary







**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Water Sewer Fund - Summary**

	FY 21	FY 22			FY 23	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b><u>Funding</u></b>						
Revenue - Ex Grants	9,434,631	10,025,825	10,384,389	358,564	10,590,507	206,118
Transfer In	-	1,000,000	-	(1,000,000)	183,284	183,284
<b>Total Funding</b>	<b>9,434,631</b>	<b>11,025,825</b>	<b>10,384,389</b>	<b>(641,436)</b>	<b>10,773,791</b>	<b>389,402</b>
<b><u>Expense</u></b>						
Salary	596,363	832,531	642,021	(190,510)	1,142,870	500,849
Benefits	182,407	296,923	200,055	(96,868)	400,803	200,748
<b>Total Compensation</b>	<b>778,770</b>	<b>1,129,454</b>	<b>842,076</b>	<b>(287,378)</b>	<b>1,543,673</b>	<b>701,597</b>
Operating Expense	5,942,636	6,837,449	6,352,887	(484,562)	5,879,290	(473,597)
Other Uses	-	1,060,000	1,011,900	(48,100)	28,900	(983,000)
Capital	796,682	226,460	200,340	(26,120)	241,000	40,660
Debt Service	1,811,190	1,666,412	1,515,966	(150,446)	1,738,535	222,569
Contingency	-	142,402	142,402	-	250,000	107,598
<b>Total Expense Ex Transfer Out</b>	<b>9,329,278</b>	<b>11,062,177</b>	<b>10,065,571</b>	<b>(996,607)</b>	<b>9,681,398</b>	<b>(384,172)</b>
Transfer Out	898,422	2,168,889	2,082,262	(86,627)	1,256,412	(825,851)
<b>Total Expense</b>	<b>10,227,700</b>	<b>13,231,066</b>	<b>12,147,833</b>	<b>(1,083,233)</b>	<b>10,937,810</b>	<b>(1,210,023)</b>
<b>(Use of)/Add To Working Capital</b>	<b>(793,069)</b>	<b>(2,205,241)</b>	<b>(1,763,444)</b>	<b>441,797</b>	<b>(164,019)</b>	<b>1,599,425</b>
<b><u>Working Capital</u></b>						
<b>Beginning</b>	<b>3,745,613</b>	<b>2,952,544</b>	<b>2,952,544</b>	<b>-</b>	<b>1,189,100</b>	<b>(1,763,444)</b>
(Use of)/Add to Working Capital	(793,069)	(2,205,241)	(1,763,444)	441,797	(164,019)	1,599,425
<b>Ending</b>	<b>2,952,544</b>	<b>747,303</b>	<b>1,189,100</b>	<b>-</b>	<b>1,025,081</b>	<b>(164,019)</b>



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Water & Sewer - Revenue**

440		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Funding Revenue</u></b>						
343310	Water Revenue	4,672,380	4,955,182	5,093,791	138,609	5,195,667	101,876
343330	Fire Line Charge	-	100	100	-	103	3
343341	Returned Checks	-	500	500	-	515	15
343342	Returned Check Charge	-	500	500	-	515	15
343348	New Service Application	300	200	200	-	206	6
343349	Water Sewer Verification	23,265	5,000	5,000	-	5,150	150
343350	Water Service Installation	7,742	6,000	6,000	-	6,180	180
343360	Non-Ad Valorem Fire	90,000	92,150	92,150	-	92,150	-
343510	Sewer Revenue	4,629,784	4,951,193	5,171,148	219,955	5,274,571	103,423
369900	Other Miscellaneous Revenue	7,580	15,000	15,000	-	15,450	450
369901	DERM Revenue Service Fee	2,776	-	-	-	-	-
369902	Excise Tax	337	-	-	-	-	-
369961	Miami-Dade Lien Release	130	-	-	-	-	-
369962	Opa-locka Lien Release	325	-	-	-	-	-
	<b>Total Revenue</b>	<b>9,434,631</b>	<b>10,025,825</b>	<b>10,384,389</b>	<b>358,564</b>	<b>10,590,507</b>	<b>206,118</b>
	<b><u>Total Transfer In</u></b>						
381001	Transfer In From General Fund	-	-	-	-	47,141	47,141
381450	Transfer In From Stormwater	-	-	-	-	136,143	136,143
TBD	Loan From General Fund	-	1,000,000	-	(1,000,000)	-	-
	<b>Total Transfer In</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>(1,000,000)</b>	<b>183,284</b>	<b>183,284</b>
	<b>Total Funding</b>	<b>9,434,631</b>	<b>11,025,825</b>	<b>10,384,389</b>	<b>(641,436)</b>	<b>10,773,791</b>	<b>389,402</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Water-Sewer - Total Expense**

	FY 21	FY 22			FY 23	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>Salaries</b>						
Executive	53,392	52,759	53,902	1,143	-	(53,902)
Regular	530,824	767,572	577,919	(189,653)	1,132,670	554,751
Overtime	12,147	12,200	10,200	(2,000)	10,200	-
<b>Total Salaries</b>	<b>596,363</b>	<b>832,531</b>	<b>642,021</b>	<b>(190,510)</b>	<b>1,142,870</b>	<b>500,849</b>
<b>Benefits</b>						
FICA	43,430	64,379	49,117	(15,262)	87,439	38,322
Retirement	53,644	91,054	69,467	(21,587)	136,116	66,649
Life & Health	85,332	141,490	81,471	(60,019)	177,248	95,777
<b>Total Benefits</b>	<b>182,407</b>	<b>296,923</b>	<b>200,055</b>	<b>(96,868)</b>	<b>400,803</b>	<b>200,748</b>
<b>Total Compensation</b>	<b>778,770</b>	<b>1,129,454</b>	<b>842,076</b>	<b>(287,378)</b>	<b>1,543,673</b>	<b>701,597</b>
Operating Expense	5,942,636	6,837,449	6,352,887	(484,562)	5,879,290	(473,597)
Other Uses	-	1,060,000	1,011,900	(48,100)	28,900	(983,000)
Capital	796,682	226,460	200,340	(26,120)	241,000	40,660
Debt Service	1,811,190	1,666,412	1,515,966	(150,446)	1,738,535	222,569
Contingency	-	142,402	142,402	-	250,000	107,598
<b>Total Expense Ex Transfer Out</b>	<b>9,329,278</b>	<b>11,062,177</b>	<b>10,065,571</b>	<b>(996,607)</b>	<b>9,681,398</b>	<b>(384,172)</b>
Transfer Out	898,422	2,168,889	2,082,262	(86,627)	1,256,412	(825,851)
<b>Total Expense</b>	<b>10,227,700</b>	<b>13,231,066</b>	<b>12,147,833</b>	<b>(1,083,233)</b>	<b>10,937,810</b>	<b>(1,210,023)</b>
<b>Division Expense</b>						
Water	1,725,652	2,154,670	2,018,224	(136,446)	2,059,440	41,215
Wastewater Collection & Trans	3,737,360	4,417,423	4,135,614	(281,808)	4,159,299	23,684
Service Lines	202,228	280,205	201,180	(79,025)	301,498	100,318
Water-Sewer Finance	3,854,220	6,238,887	5,651,896	(586,991)	4,162,347	(1,489,549)
Water-Sewer CIP	708,241	139,882	140,919	1,037	255,227	114,308
<b>Total - Water Sewer Fund</b>	<b>10,227,700</b>	<b>13,231,066</b>	<b>12,147,833</b>	<b>(1,083,233)</b>	<b>10,937,810</b>	<b>(1,210,023)</b>



# Water Distribution Division





### Water-Sewer - Water Distribution

64		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
533110	Salaries - Executive	-	-	-	-	-	-
533120	Salaries - Regular	101,467	162,056	110,854	(51,202)	183,263	72,409
533130	Salaries - Part-Time	-	-	-	-	-	-
533140	Salaries - Overtime	958	2,000	2,000	-	2,000	-
	<b>Total Salaries</b>	<b>102,425</b>	<b>164,056</b>	<b>112,854</b>	<b>(51,202)</b>	<b>185,263</b>	<b>72,409</b>
	<b><u>Benefits</u></b>						
533210	FICA	7,337	13,008	8,632	(4,376)	14,174	5,542
533220	Retirement	9,208	18,400	12,210	(6,190)	22,064	9,854
533230	Life And Health Insurance	17,056	32,764	16,579	(16,185)	34,324	17,745
	<b>Total Benefits</b>	<b>33,600</b>	<b>64,173</b>	<b>37,421</b>	<b>(26,751)</b>	<b>70,562</b>	<b>33,141</b>
	<b>Total Compensation</b>	<b>136,025</b>	<b>228,229</b>	<b>150,275</b>	<b>(77,953)</b>	<b>255,825</b>	<b>105,550</b>
	<b><u>Operating Expense</u></b>						
533312	Other Professional Services	35,102	80,096	51,550	(28,546)	72,000	20,450
533340	Other Contracted Services	135,313	40,000	25,000	(15,000)	25,000	-
533341	Uniform Rental/Laundry	1,028	1,650	1,650	-	1,650	-
533433	Purchase Of Water	1,300,891	1,666,966	1,665,019	(1,947)	1,579,465	(85,554)
533440	Rentals & Leases	3,113	2,000	2,000	-	2,000	-
533467	Repairs - Machinery & Equipment	12,705	12,000	5,000	(7,000)	7,500	2,500
533495	Machinery & Equipment	(615)	-	-	-	-	-
533520	Operating Expense	-	14,000	10,000	(4,000)	8,000	(2,000)
533547	Special Supplies	-	500	500	-	500	-
533555	Small Tools & Supplies	-	7,100	5,100	(2,000)	1,000	(4,100)
	<b>Total Operating Expense</b>	<b>1,487,537</b>	<b>1,824,312</b>	<b>1,765,819</b>	<b>(58,493)</b>	<b>1,697,615</b>	<b>(68,204)</b>
	<b><u>Capital</u></b>						
5336309	Fire Hydrants	99,697	93,000	93,000	-	93,000	-
533640	Machinery & Equipment	-	8,000	8,000	-	13,000	5,000
533646	Computer Equipment	2,392	1,130	1,130	-	-	(1,130)
	<b>Total Capital</b>	<b>104,481</b>	<b>103,260</b>	<b>103,260</b>	<b>-</b>	<b>106,000</b>	<b>2,740</b>
	<b>Total Expense</b>	<b>1,728,044</b>	<b>2,155,800</b>	<b>2,019,354</b>	<b>(136,446)</b>	<b>2,059,440</b>	<b>40,085</b>



### Water-Sewer – Water Distribution - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Consultant – water quality	15,000
	Water testing	20,000
	Underground Locator Services	2,000
	Repair Certification Services	5,000
	Utilities Rate Study	30,000
	<b>Total</b>	<b>72,000</b>
Other Contracted Services	Services as may be needed	25,000
Uniform Rental / Laundry	Employee uniform rental	1,650
Water purchase	777 million gallons with a 3.4% rate increase. Also includes a credit of \$71,934 from County truing up FY 21 charges.	1,579,465
Rentals & Leases	Miscellaneous as needed	2,000
Repairs – Machinery & Equipment	Miscellaneous unplanned repairs as needed	7,500
Operating Expense	Repair material	8,000
Clothing & Uniform Expense	Steel toe shoes	500
Special Supplies	Protective clothing for hazardous worksites	500
Small Tools & Supplies	Miscellaneous	1,000
Fire Hydrants	Fire hydrant repairs	93,000
Machinery & Equipment	Hot Tapping Machine	3,000
	Portable Air Compressor (2)	10,000
	<b>Total</b>	<b>13,000</b>



# Wastewater Collection & Transmission Division





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Wastewater Collection & Transmission**

35		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>Salaries</b>						
535120	Salaries - Regular	91,939	172,690	126,059	(46,631)	344,092	218,033
535140	Salaries - Overtime	7,226	7,000	5,000	(2,000)	5,000	-
	<b>Total Salaries</b>	<b>99,165</b>	<b>179,690</b>	<b>131,059</b>	<b>(48,631)</b>	<b>349,092</b>	<b>218,033</b>
	<b>Benefits</b>						
535210	FICA	7,100	13,747	10,026	(3,721)	26,710	16,684
535220	Retirement	8,031	19,442	14,181	(5,261)	41,577	27,396
535230	Life And Health Insurance	13,834	34,306	18,005	(16,301)	58,694	40,689
	<b>Total Benefits</b>	<b>28,965</b>	<b>67,495</b>	<b>42,212</b>	<b>(25,283)</b>	<b>126,981</b>	<b>84,769</b>
	<b>Total Compensation</b>	<b>128,130</b>	<b>247,185</b>	<b>173,271</b>	<b>(73,914)</b>	<b>476,073</b>	<b>302,802</b>
	<b>Operating Expense</b>						
535312	Other Professional Services	129,152	601,725	566,808	(34,917)	129,000	(437,808)
535340	Other Contracted Services	299,234	277,000	235,948	(41,052)	160,000	(75,948)
535341	Uniform Rental/Laundry	592	1,300	1,300	-	1,300	-
535430	Electric, Gas, Water	75,279	104,000	96,000	(8,000)	99,100	3,100
535432	Sewage Disposal	2,949,005	3,014,913	2,938,838	(76,074)	3,117,826	178,987
535260	Rentals & Leases	-	10,000	3,000	(7,000)	10,000	7,000
535461	Repair & Maintenance - Building	3,600	6,000	-	(6,000)	-	-
535493	General Expense	-	-	-	-	5,000	5,000
535520	Operating Expense	(1,398)	-	-	-	-	-
535521	Clothing & Uniform Expense	100	500	500	-	500	-
535523	Maintenance	43,973	21,100	15,869	(5,231)	18,500	2,631
535525	Chemicals/Horticultural	1,394	5,500	4,000	(1,500)	5,000	1,000
535555	Small Tools & Supplies	3,725	10,000	8,000	(2,000)	4,000	(4,000)
	<b>Total Operating Expense</b>	<b>3,504,656</b>	<b>4,052,038</b>	<b>3,870,263</b>	<b>(181,774)</b>	<b>3,550,226</b>	<b>(320,038)</b>
	<b>Capital</b>						
535630	Improvements - Other	-	20,000	20,000	-	-	(20,000)
535640	Machinery & Equipment	104,574	96,000	69,880	(26,120)	133,000	63,120
535646	Computer Equipment	-	2,200	2,200	-	-	(2,200)
	<b>Total Capital</b>	<b>104,574</b>	<b>120,400</b>	<b>94,280</b>	<b>(26,120)</b>	<b>133,000</b>	<b>38,720</b>
	<b>Total Expense</b>	<b>3,737,360</b>	<b>4,419,623</b>	<b>4,137,814</b>	<b>(281,808)</b>	<b>4,159,299</b>	<b>21,484</b>



### Water-Sewer – Wastewater Collection & Transmission - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Sewer Flow Testing	106,000
	Compliance Services (Eco Tech)	23,000
	<b>Total</b>	<b>129,000</b>
Other Contracted Services	Hazardous Waste Removal	5,000
	Basin Maintenance	10,000
	Control Panel Service	10,000
	Lateral Lining	10,000
	Other repairs as needed	125,000
	<b>Total</b>	<b>160,000</b>
Uniform Rental / Laundry Service	Employee uniforms	1,300
Electric, Gas, Water	Electricity for 19 pump stations	99,100
Sewage disposal	850 million gallons with a 7.7% price increase. Includes a \$99,717 credit from County truing up FY 201charges.	3,117,826
Rentals & Leases	Back-Up Generator rental as needed.	10,000
General Expense	DERM Permits	1,000
	Miscellaneous unanticipated small expenditures	4,000
	<b>Total</b>	<b>5,000</b>
Clothing & Uniform Expense	Protective clothing – hazardous work conditions, Steel toe shoes	500
Maintenance	Unplanned repairs as needed	18,500
Chemicals / Horticultural	Degreasers and disinfectants	5,000
Small Tools & Supplies	Miscellaneous	4,000
Machinery & Equipment	Grinder Pump	35,000
	Pump	58,000
	By-Pass Pump	40,000
	<b>Total</b>	<b>133,000</b>



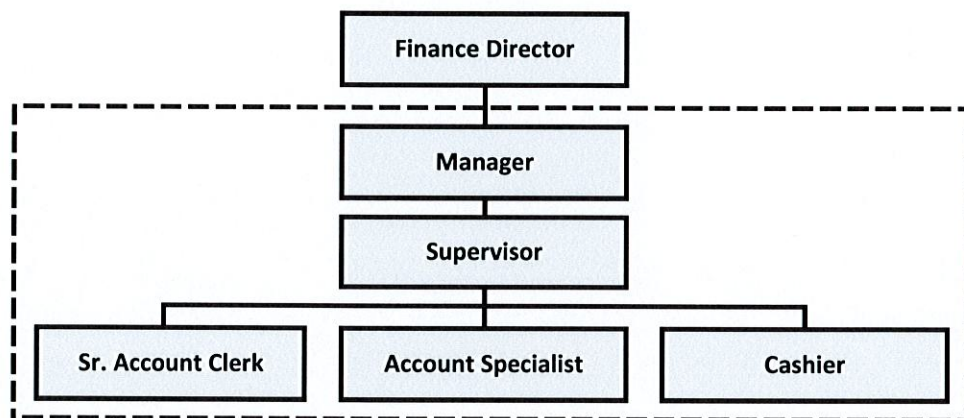
# Water-Sewer Finance & Customer Service Division





## WATER-SEWER FINANCE

**Mission** – Resolve close to \$8 million of delinquency incurred by City utility customers previously billed by the City, these customer accounts are now billed by the County. Delinquency exists on customers' former closed City accounts, unrelated to their current accounts managed by the County. Resolve customer issues on accounts billed by the 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 and the Division completes lien searches for outside agencies.



**Goal** – Increase the collection of outstanding utility billing accounts. Manage the final settlement process for the Class Action lawsuit. To provide customer service to City customers.

### Current Year Accomplishments

- Received \$291,000 of payments through June, 2022
- Revenue of \$30,000 receipted from utility accounts billed by the City
- Supported Finance in successful completion of FY 20 financial audit
- Managed and billed the 65 utility accounts not transferred to Miami-Dade County ("County")
- Maintain compliance with state revolving loan and Miami-Dade County long-term debt agreement and payments
- Amend State of Florida Department of Environmental Protection Loan agreement for WW800050 and DW130331 state revolving loans
- Provided central cashiering services for all City departments, receipting more than \$4.6 million
- Worked with the County to resolve utility billing customer issues and concerns



**FY 23 Objectives**

- Continue training and development of newly organized team to manage customer accounts
- Continue collection efforts
- Work with the appointed Claims Administrator on the Class Action settlement logistics
- Evaluate feasibility of amending City Code to permit sale of liens for property owners with unresolved delinquencies
- Increase the collection of delinquent accounts that have an active status
- Increase the collection of delinquent accounts as a result of the final judgment on the class
- Support Finance in the completion of the FY 21 and FY 22 financial audits

**FY 23 Measurement**

- Collect 15% of delinquent accounts outstanding for utility billing accounts, estimated at \$1.2 million – Target = \$180,000

**Results - FY 22 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, separating those account of former renters and homeowners – Results: Ongoing

**Results – FY 22 Measurements**

- Accounts brought into payment status – Target = 100 – Results – Ongoing. Class action suit severely impacted ability to cause delinquent customers to settle their delinquencies.





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

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

61		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
513120	Salaries - Regular	177,889	240,646	191,773	(48,873)	248,544	56,771
513140	Salaries - Overtime	215	800	800	-	800	-
	<b>Total Salaries</b>	<b>178,104</b>	<b>241,446</b>	<b>192,573</b>	<b>(48,873)</b>	<b>249,344</b>	<b>56,771</b>
	<b><u>Benefits</u></b>						
513210	FICA	12,954	18,472	14,734	(3,738)	19,076	4,342
513220	Retirement	16,973	26,124	20,836	(5,289)	29,697	8,861
513230	Life And Health Insurance	23,592	34,242	21,618	(12,624)	36,183	14,565
	<b>Total Benefits</b>	<b>53,519</b>	<b>78,838</b>	<b>57,188</b>	<b>(21,651)</b>	<b>84,956</b>	<b>27,768</b>
	<b>Total Compensation</b>	<b>231,623</b>	<b>320,284</b>	<b>249,761</b>	<b>(70,524)</b>	<b>334,300</b>	<b>84,539</b>
	<b><u>Operating Expense</u></b>						
513320	Accounting & Auditing	25,500	56,000	22,413	(33,587)	40,000	17,587
513340	Other Contracted Services	294,703	545,900	543,692	(2,208)	453,000	(90,692)
513420	Postage & Freight	88	500	500	-	700	200
513493	General Expenses	3,737	1,000	1,000	-	1,000	-
513510	Office Supplies	1,304	1,500	1,500	-	1,500	-
513511	Lien Recording Charge	191	1,000	500	(500)	2,000	1,500
514370	Legal Counsel	565,099	235,000	50,000	(185,000)	25,000	(25,000)
533529	Credit Card Fee	22,363	40,000	30,000	(10,000)	31,000	1,000
	<b>Total Operating Expense</b>	<b>912,985</b>	<b>880,900</b>	<b>649,605</b>	<b>(231,295)</b>	<b>554,200</b>	<b>(95,405)</b>
	<b><u>Other Uses</u></b>						
514380	Legal Settlements	-	1,000,000	1,000,000	-	-	(1,000,000)
535916	Leave Pay-Out - Wages	-	51,200	10,000	(41,200)	25,000	15,000
535917	Leave Pay-Out - FICA / Medic	-	3,800	800	(3,000)	1,600	800
535918	Leave Pay-Out - Retirement	-	5,000	1,100	(3,900)	2,300	1,200
	<b>Total Other Uses</b>	<b>-</b>	<b>1,060,000</b>	<b>1,011,900</b>	<b>(48,100)</b>	<b>28,900</b>	<b>(983,000)</b>
	<b><u>Debt Service</u></b>						
513723	State Revolving Loan	610,098	623,473	483,027	(140,446)	429,787	(53,240)
535542	Debt Due To M-D - Principal	1,201,092	976,840	966,840	(10,000)	1,308,748	341,908
533720	Debt Due To M-D - Interest	-	66,099	66,099	-	-	(66,099)
	<b>Total Debt Service</b>	<b>1,811,190</b>	<b>1,666,412</b>	<b>1,515,966</b>	<b>(150,446)</b>	<b>1,738,535</b>	<b>222,569</b>
	<b><u>Contingency</u></b>						
513992		-	142,402	142,402	-	250,000	107,598
	<b>Total Contingency</b>	<b>-</b>	<b>142,402</b>	<b>142,402</b>	<b>-</b>	<b>250,000</b>	<b>107,598</b>
	<b><u>Transfer Out</u></b>						
513441	Information Tech Charge	85,250	156,216	127,766	(28,450)	206,284	78,517
513442	Insurance Charge - Risk	375,956	398,355	387,177	(11,178)	381,590	(5,588)
533448	Rental Expense - TCO	4,015	5,078	-	(5,078)	-	-
513449	Vehicle Service Charge	112,587	128,588	140,872	12,284	168,238	27,366
533391	Admin Expense To Gen Fund	320,614	431,877	377,671	(54,206)	500,300	122,628
581925	Water-Sewer CIP Fund	-	1,048,775	1,048,775	-	-	(1,048,775)
	<b>Total Transfer Out</b>	<b>898,422</b>	<b>2,168,889</b>	<b>2,082,262</b>	<b>(86,627)</b>	<b>1,256,412</b>	<b>(825,851)</b>
	<b>Total Expense</b>	<b>3,854,220</b>	<b>6,238,887</b>	<b>5,651,896</b>	<b>(586,991)</b>	<b>4,162,347</b>	<b>(1,489,549)</b>



### Water-Sewer - Finance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Accounting & Auditing	Water-Sewer Fund share of audit fees – Two audits	40,000
Other Contracted Services	Armored car services	12,500
	Financial consultants	199,500
	County Billing Services	216,000
	Temporary Staffing in support of Finance	25,000
	<b>Total</b>	<b>453,000</b>
Postage	Miscellaneous	700
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	2,000
Legal Counsel	Legal counsel representing City on utility billing legal issues	25,000
Credit Card Fees	Credit card processor fees	31,000
Leave Pay Out – Wages, FICA/Med & Retirement	Accrued unused leave payments to departing employees	29,900
State Revolving Loan	Debt Service – SRL – CS12080000	53,240
	Debt Service – SRL – WW-800050	12,169
	Debt Service – SRL – WW-130300	31,288
	Debt Service – SRL – WW-130301	333,090
	<b>Total</b>	<b>773,473</b>
Debt Due To Miami-Dade	Payment for prior water purchased and wastewater processed. Includes debt service on additional debt related to purchase and installation of new meters for the City's entire service area	1,308,748
Contingency	Contingency for Water-Sewer Fund for unanticipated additional expenditures or revenue shortfalls, included outcome of labor negotiations currently under way	250,000
Information Technology Charge	Payment to Information Technology Internal Services Fund for IT support	206,284
Insurance	Payment to Risk Management Internal Services Fund for insurance	381,590
Vehicle Service Charge	Payment for vehicle maintenance charges	168,238
General Fund Administrative Services	Payment to the General Fund administrative services received by the Water-Sewer Fund	500,300



# Water Service Line & Meter Maintenance Division







**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

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

63		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
533120	Salaries - Regular	104,503	136,908	93,961	(42,947)	170,455	76,494
533140	Salaries - Overtime	3,748	2,400	2,400	-	2,400	-
	<b>Total Salaries</b>	<b>108,251</b>	<b>139,308</b>	<b>96,361</b>	<b>(42,947)</b>	<b>172,855</b>	<b>76,494</b>
	<b><u>Benefits</u></b>						
533210	FICA	8,007	10,887	7,372	(3,515)	13,226	5,854
533220	Retirement	9,707	15,398	10,427	(4,971)	20,587	10,160
533230	Life And Health Insurance	19,406	28,282	13,690	(14,592)	29,630	15,940
533240	Workers Comp	-	-	-	-	-	-
	<b>Total Benefits</b>	<b>37,120</b>	<b>54,567</b>	<b>31,489</b>	<b>(23,078)</b>	<b>63,443</b>	<b>31,954</b>
	<b>Total Compensation</b>	<b>145,371</b>	<b>193,875</b>	<b>127,850</b>	<b>(66,025)</b>	<b>236,298</b>	<b>108,448</b>
	<b><u>Operating Expense</u></b>						
533341	Uniform Rental/Laundry	984	1,200	1,200	-	1,200	-
533440	Rentals & Leases	-	500	-	(500)	500	500
533462	Repair And Maintenance	34,378	69,500	60,000	(9,500)	55,000	(5,000)
533495	Machinery & Equipment	21	-	-	-	-	-
533520	Operating Expense	(738)	5,000	2,500	(2,500)	2,500	-
533521	Clothing & Uniform Expense	-	-	-	-	500	500
533555	Small Tools Minor Equipment	2,813	4,000	3,500	(500)	3,500	-
	<b>Total Operating Expense</b>	<b>37,458</b>	<b>80,200</b>	<b>67,200</b>	<b>(13,000)</b>	<b>63,200</b>	<b>(4,000)</b>
	<b><u>Capital</u></b>						
533630	Improvements Other Than Build	-	-	-	-	-	-
533640	Machinery & Equipment	-	5,000	5,000	-	2,000	(3,000)
533641	Equipment	19,399	-	-	-	-	-
533646	Computer	-	1,130	1,130	-	-	(1,130)
	<b>Total Capital</b>	<b>19,399</b>	<b>6,130</b>	<b>6,130</b>	<b>-</b>	<b>2,000</b>	<b>(4,130)</b>
	<b>Total Expense</b>	<b>202,228</b>	<b>280,205</b>	<b>201,180</b>	<b>(79,025)</b>	<b>301,498</b>	<b>100,318</b>



### 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	Repairs Parts As Needed	55,000
Operating Expense	Miscellaneous small expenditures	2,500
Clothing & Uniform Expense	Safety shoes	500
Small Tools Minor Equipment	Miscellaneous	3,500
Machinery & Equipment	Meter Box Vacuum	2,000

# CIP Management Division

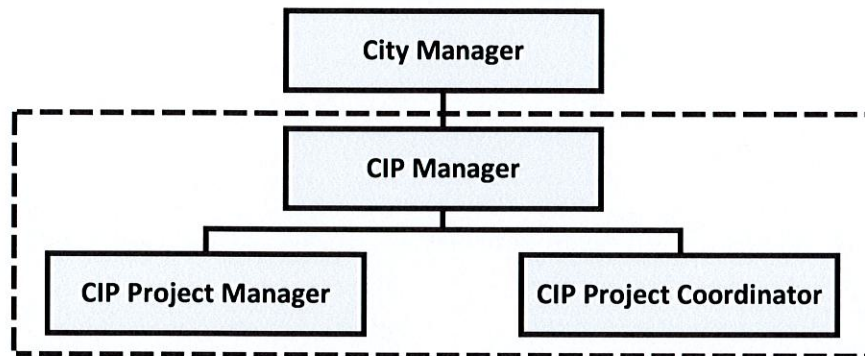






## CAPITAL IMPROVEMENT PROGRAM (CIP) MANAGEMENT

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



**Goal** – Continuous progress in improving City infrastructure with on-schedule, cost-effective projects, including aggressive seeking of grant opportunities.

### Current Year Accomplishments

- Details in Safe Neighborhood CIP Fund, PTP Fund, Water-Sewer CIP Fund and Stormwater CIP Fund sections.

### FY 23 Objectives

- Details in Safe Neighborhood CIP Fund, PTP Fund, Water-Sewer CIP Fund and Stormwater CIP Fund sections.

### Results - FY 22 Objectives

- Details in Safe Neighborhood CIP Fund, PTP Fund, Water-Sewer CIP Fund and Stormwater CIP Fund sections.



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**CIP Management**

75		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
535110	Salaries - Executive	53,392	52,759	53,902	1,143	-	(53,902)
535120	Salaries - Regular	55,026	55,272	55,272	-	186,316	131,044
	<b>Total Salaries</b>	<b>108,418</b>	<b>108,031</b>	<b>109,174</b>	<b>1,143</b>	<b>186,316</b>	<b>77,142</b>
	<b><u>Benefits</u></b>						
535210	FICA	8,032	8,265	8,353	88	14,253	5,900
535220	Retirement	9,726	11,689	11,813	124	22,191	10,378
535230	Life And Health Insurance	11,445	11,897	11,579	(318)	18,417	6,838
	<b>Total Benefits</b>	<b>29,203</b>	<b>31,851</b>	<b>31,745</b>	<b>(106)</b>	<b>54,861</b>	<b>23,116</b>
	<b>Total Compensation</b>	<b>137,621</b>	<b>139,882</b>	<b>140,919</b>	<b>1,037</b>	<b>241,177</b>	<b>100,258</b>
	<b><u>Operating Expense</u></b>						
535340	Other Contracted Services	-	-	-	-	7,500	7,500
535420	Postage	-	-	-	-	50	50
535493	General Expense	-	-	-	-	2,000	2,000
535510	Office Supplies	-	-	-	-	1,500	1,500
535541	Educational Cost	-	-	-	-	3,000	3,000
	<b>Total Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,050</b>	<b>14,050</b>
	<b><u>Capital</u></b>						
5356314	SRF Projects - Wastewater (PS 7	359,129	-	-	-	-	-
5356315	Cairo Lane	74,913	-	-	-	-	-
5356319	Zone 1 & 2	136,578	-	-	-	-	-
	<b>Total Capital</b>	<b>570,620</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Expense</b>	<b>708,241</b>	<b>139,882</b>	<b>140,919</b>	<b>1,037</b>	<b>255,227</b>	<b>114,308</b>

# Water-Sewer CIP Fund







## WATER-SEWER CIP FUND

**Mission** – To use surplus funds from the Water-Sewer Fund, grants and loans to rehabilitate the City’s water distribution system to ensure the availability of safe drinking water, maintain excellent water pressure for fire suppression, experience minimal water loss throughout the system and ensure that all components of the system are fully operational at all times. Additionally, utilize these same sources of funding to rehabilitate the City’s wastewater collection and transmission system to fully satisfy all DERM requirements, minimize inflow and infiltration (I&I) and ensure that the system’s capacity is sufficient for both current and future volumes and that all components of the system are fully operational at all times.

**Goal** – Identify priority projects and ensure that funding sources are sought to allow completion of these projects.

### **Current Year Accomplishments**

- NW 133<sup>rd</sup> Sewer Lines-Construction
- Cairo Lane-Project Completion- Assessment Completed
- Rehabilitation of Pump Stations #9,12,16-Design Ongoing

### **FY 23 Objectives**

- Rehabilitation of Pump Stations #12 & #16
- Cairo Lane project completion (Water Portion) Construction
- Pump Station #4 relocation
- Miami Gardens Service Line Replacement-Construction
- Flow meter installation – 19 pump stations.

### **Results vs. FY 22 Objectives**

- Pump Station #4 relocation – Construction – Results: In design
- Miami Gardens Service Line Replacement – Construction – Results: On hold pending identification of funding sources
- Cairo Lane – Construction – Results: In design



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Water-Sewer CIP Fund - Summary**

		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>445</b>	<b>Grants</b>						
334700	LP13036		42,500	42,500	-	-	(42,500)
334700	LP13037		42,500	42,500	-	-	(42,500)
334700	State Legislative Grant		-	-	-	500,000	500,000
334700	County GOB Grant		500,000	163,275	(336,725)	336,225	172,950
334700	CDBG		11,577	11,577	-	-	(11,577)
	<b>Total Grants</b>	-	596,577	259,852	(336,725)	836,225	576,373
	<b>Total Revenue</b>	-	596,577	259,852	(336,725)	836,225	576,373
	<b>Loans</b>						
	SRF Loan - WW13031	-	935,000	-	(935,000)	3,759,118	3,759,118
	<b>Total Loans</b>	-	935,000	-	(935,000)	3,759,118	3,759,118
	<b>Transfer-In</b>						
381001	From ARPA Fund		-	-	-	2,250,000	2,250,000
381180	From Water-Sewer Op Fund	-	1,048,775	1,048,775	-	-	(1,048,775)
	<b>Total Transfer-In</b>	-	1,048,775	1,048,775	-	2,250,000	1,201,225
	<b>Total Funding</b>	-	2,580,352	1,308,627	(1,271,725)	6,845,343	5,536,716
<b>86</b>	<b>Expenditure</b>						
	Capital		2,243,627	1,308,627	(935,000)	6,845,343	5,536,716
	Copntingency		336,725	-	(336,725)	-	-
	<b>Total Expenditure</b>	-	2,580,352	1,308,627	(1,271,725)	6,845,343	5,536,716
	<b>Total Expenditure</b>	-	2,580,352	1,308,627	(1,271,725)	6,845,343	5,536,716
	<b>(Use of)/Add To Fund Bal</b>	-	-	-	-	-	-
	<b>Fund Balance - Unassigned</b>						
	<b>Beginning</b>	-	-	-	-	-	-
	<b>(Use Of)/Add To Fund Balance</b>	-	-	-	-	-	-
	<b>Ending</b>	-	-	-	-	-	-



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Water-Sewer CIP Expenditure**

86		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Capital</u></b>						
5356314	Pump Stations #7 & #8	-	45,000	45,000	-	-	(45,000)
5356315	Cairo Lane (Water-Sewer Portion)	-	685,000	85,000	(600,000)	2,666,224	2,581,224
5356317	Pump Station #12 Rehabilitation	-	55,000	55,000	-	700,000	645,000
5356319	Water Main Relining	-	404,000	404,000	-	-	(404,000)
535635	Pump Station #9 Rehabilitation	-	55,000	55,000	-	-	(55,000)
535636	Pump Station #4 Relocation	-	163,275	163,275	-	436,225	272,950
535638	Miami Gardens Service Lines	-	485,000	150,000	(335,000)	1,892,894	1,742,894
535641	Manhole Rehabilitation	-	220,000	220,000	-	-	(220,000)
535642	NW 133rd Street - Sewer Reloc	-	64,775	64,775	-	-	(64,775)
535650	Pump Station #16 Rehabilitation	-	55,000	55,000	-	750,000	695,000
543638	NW 131st St Drainage	-	11,577	11,577	-	-	(11,577)
TBD	Pump Station Flow Meters	-	-	-	-	400,000	400,000
	<b>Total CIP</b>	-	2,243,627	1,308,627	(935,000)	6,845,343	5,536,716
	<b><u>Contingency</u></b>						
538992	Contingency	-	336,725	-	(336,725)	-	-
	<b>Total Contingency</b>	-	336,725	-	(336,725)	-	-
	<b>Total Expense</b>	-	2,580,352	1,308,627	(1,271,725)	6,845,343	5,536,716





### Water-Sewer CIP Fund - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Cairo Lane (Water-Sewer Portion)	Water-Sewer portion of an anticipated \$4,000,000 project to restore Cairo Lane. This portion funded by an available State Revolving Fund loan	2,666,224
Pump Stations #12 Rehabilitation	Major pump station upgrade in capacity and reliability. Tentatively recommended to be funded with ARPA funds.	700,000
Pump Station #4 Relocation	Major pump station upgrade in capacity and reliability and to be relocated away from the roadway. Primarily funded by a CDBG grant. Also tentatively recommend to be fund with \$100,000 of ARPA funds.	436,225
Miami Gardens Service Lines	Replacement of a portion of Miami Gardens service lines for a portion of those customers receiving Opa-locka water service, being done in conjunction with a Miami Gardens roadway renewal project. Seeking State Revolving Fund loans for a majority of the funding for this project. Also tentatively recommended to use \$800,000 of ARPA funding for this project.	1,892,894
Pump Stations #16 Rehabilitation	Major pump station upgrade in capacity and reliability. \$500,000 State grant being sought with the remaining \$250,000 match requirement tentatively recommended to be funded with ARPA funds.	750,000
Pump Station Flow Meters	Flow meters required to be installed to meet DERM requirements and to provide real-time information in regard to the operational status of the entire wastewater collection and transmission system. Tentatively recommended to be funded with ARPA funds.	400,000

# Stormwater Operating Fund





### Stormwater Operating Fund - Summary

		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
450-EF 3438	<b>Funding Revenue</b>						
	Stormwater Revenue	955,163	1,900,000	1,984,000	84,000	1,926,000	(58,000)
	<b>Total Revenue</b>	955,163	1,900,000	1,984,000	84,000	1,926,000	(58,000)
	<b>Expense</b>						
	Salary	75,642	138,485	121,436	(17,049)	182,918	61,482
	Benefits	24,984	52,530	38,283	(14,247)	65,227	26,944
	<b>Total Compensation</b>	100,625	191,015	159,719	(31,296)	248,145	88,426
	Operating Expense	377,458	718,138	678,268	(39,870)	638,776	(39,492)
	Other Uses	-	-	-	-	-	-
	Capital	4,670	27,000	27,000	-	-	(27,000)
	Debt Service	12,656	130,588	130,588	-	56,816	(73,772)
	Contingency	-	65,854	66,854	1,000	200,000	133,146
	<b>Total Expense Ex Transfer Out</b>	495,409	1,132,595	1,062,429	(70,166)	1,143,737	81,308
	Transfer Out	136,670	2,235,369	1,217,119	(1,018,250)	2,159,018	941,900
	<b>Total Expense</b>	632,079	3,367,964	2,279,547	(1,088,416)	3,302,755	1,023,208
	<b>(Use of)/Add To Working Capital</b>	323,084	(1,467,964)	(295,547)	1,172,416	(1,376,755)	(1,081,208)
	<b>Working Capital</b>						
	<b>Beginning</b>	2,055,034	2,378,118	2,378,118	-	2,082,571	(295,547)
	(Use Of)/Add To Working Capital	323,084	(1,467,964)	(295,547)	1,172,416	(1,376,755)	(1,081,208)
	<b>Ending</b>	2,378,118	910,154	2,082,571	-	705,816	(1,376,755)





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Stormwater Operating Fund Expense**

43		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
538120	Salaries - Regular	71,792	133,485	117,436	(16,049)	178,918	61,482
538140	Salaries - Overtime	3,850	5,000	4,000	(1,000)	4,000	-
	<b>Total Salaries</b>	<b>75,642</b>	<b>138,485</b>	<b>121,436</b>	<b>(17,049)</b>	<b>182,918</b>	<b>61,482</b>
	<b><u>Benefits</u></b>						
538210	FICA	5,669	10,594	9,290	(1,304)	13,993	4,703
538220	Retirement	6,312	14,984	13,140	(1,844)	21,785	8,645
538230	Life And Health Insurance	13,002	26,952	15,853	(11,099)	29,449	13,596
	<b>Total Benefits</b>	<b>24,984</b>	<b>52,530</b>	<b>38,283</b>	<b>(14,247)</b>	<b>65,227</b>	<b>26,944</b>
	<b>Total Compensation</b>	<b>100,625</b>	<b>191,015</b>	<b>159,719</b>	<b>(31,296)</b>	<b>248,145</b>	<b>88,426</b>
	<b><u>Operating Expense</u></b>						
538312	Other Professional Services	188,108	185,000	175,990	(9,010)	26,000	(149,990)
538340	Other Contracted Services	118,872	427,100	417,040	(10,060)	327,000	(90,040)
538341	Uniform Rental/Laundry	296	700	700	-	700	-
538440	Rentals And Leases	-	10,000	-	(10,000)	12,000	12,000
538467	Repairs - Machinery & Equip	12	10,000	10,000	-	10,000	-
538493	General Expense	-	5,000	2,500	(2,500)	5,400	2,900
538521	Clothing & Uniform Expense	-	-	-	-	500	500
538523	Special Supplies	1,232	1,800	1,100	(700)	17,000	15,900
538525	Chemicals/Horticultural	-	2,000	2,000	-	2,000	-
538541	Educational Costs	-	-	-	-	2,300	2,300
538648	Vehicle Lease	68,938	76,538	68,938	(7,600)	235,876	166,938
	<b>Total Operating Expense</b>	<b>377,458</b>	<b>718,138</b>	<b>678,268</b>	<b>(39,870)</b>	<b>638,776</b>	<b>(39,492)</b>
	<b><u>Capital</u></b>						
5386315	Cairo Lane	4,670	-	-	-	-	-
519610	Purchase Of Land	-	27,000	27,000	-	-	(27,000)
	<b>Total Capital</b>	<b>4,670</b>	<b>27,000</b>	<b>27,000</b>	<b>-</b>	<b>-</b>	<b>(27,000)</b>
	<b><u>Debt Service</u></b>						
538723	State Revolving Loan	12,656	10,479	10,479	-	10,479	-
535542	Miami-Dade Debt - Principal	-	112,423	112,423	-	46,337	(66,086)
533720	Miami-Dade Debt - Interest	-	7,686	7,686	-	-	(7,686)
	<b>Total Debt Service</b>	<b>12,656</b>	<b>130,588</b>	<b>130,588</b>	<b>-</b>	<b>56,816</b>	<b>(73,772)</b>
	<b><u>Contingency</u></b>						
538992	Working Capital Reserve	-	65,854	66,854	1,000	200,000	133,146
	<b>Total Contingency</b>	<b>-</b>	<b>65,854</b>	<b>66,854</b>	<b>1,000</b>	<b>200,000</b>	<b>133,146</b>
	<b><u>Transfer Out</u></b>						
538391	Reimbursement - Admin Cost	58,518	76,211	68,932	(7,279)	91,314	22,382
538441	Information Tech Charge	15,560	27,558	22,008	(5,550)	35,532	13,525
538442	Insurance Charge - Risk	54,073	56,702	55,835	(867)	55,523	(312)
538448	Rental Expense - TCO	4,015	5,045	-	(5,045)	-	-
538449	Vehicle Service Charge	4,503	5,144	5,635	491	6,730	1,095
513917	Stormwater CIP Fund	-	2,064,709	1,064,709	(1,000,000)	1,833,776	769,067
581925	Water Sewer Fund (CIP Charge)	-	-	-	-	136,143	136,143
	<b>Total Transfer Out</b>	<b>136,670</b>	<b>2,235,369</b>	<b>1,217,119</b>	<b>(1,018,250)</b>	<b>2,159,018</b>	<b>941,900</b>
	<b>Total Expense</b>	<b>632,079</b>	<b>3,367,964</b>	<b>2,279,547</b>	<b>(1,088,416)</b>	<b>3,302,755</b>	<b>1,023,208</b>



### Stormwater - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Compliance support	8,000
	Lab testing	18,000
	<b>Total</b>	<b>26,000</b>
Other Contracted Services	Fountain maintenance	3,000
	Canal maintenance	258,000
	State Road 9 detention pond maintenance	6,000
	Other	60,000
	<b>Total</b>	<b>327,000</b>
Uniform Rental / Laundry	Employee uniform services	700
Rentals	Specialized equipment for repairs	12,000
Repairs – Machinery & Equipment	Street sweeper maintenance	10,000
General Expense	FL Dept of Environment	600
	NPDES	800
	Other	4,000
	<b>Total</b>	<b>5,400</b>
Clothing & Uniform Expense	Protective shoes	500
Special Supplies	Spill containment kits	2,000
	Canal wind barriers	15,000
	<b>Total</b>	<b>17,000</b>
Chemicals / Horticultural	Mosquito repellant	2,000
Education	Erosion Control Inspector	1,500
	Stormwater Inspector	800
	<b>Total</b>	<b>2,300</b>
Vehicle Lease	Vacuum Truck – final payment	85,176
	New Vacuum Truck – initial payment	110,000
	Crane Truck – initial payment	40,700
	<b>Total</b>	<b>235,876</b>
Contingency	Stormwater Fund contingency for unanticipated expenditures and/or revenue shortfalls	200,000
Reimbursement – Admin Cost	Transfer to the General Fund for administrative support	91,314
Information Technology Charge	Transfer to Information Technology Internal Services Fund for IT support	35,532
Risk Management Charge	Transfer to Risk Management Internal Services Fund for insurance coverage	55,523
Vehicle Service Charge	Recovery of vehicle maintenance services	6,730
Water-Sewer Fund	CIP Management charge	136,143
Stormwater CIP Fund	Cairo Lane (Stormwater Portion) – If State funding can't be obtained	1,333,776
	NW 38 <sup>th</sup> Court	500,000
	<b>Total</b>	<b>1,833,776</b>



# Stormwater CIP Fund







## STORMWATER CIP FUND

**Mission** – To use surplus funds from the Stormwater Fund, grants and loans to upgrade the City's stormwater drainage system to correct decades-old flooding issues and to ensure that the City is in full compliance with Municipal Separate Storm Sewer Systems (MS4) requirements to ensure that the pollution content of all storm run-off is minimized.

**Goal** – Identify priority projects and ensure that funding sources are sought to allow completion of these projects.

### **Current Year Accomplishments**

- NW 133<sup>rd</sup> Drainage Installation
- NW 30<sup>th</sup> Avenue Drainage Installation
- Initiate Burlington Canal Phase 1 Restoration Project- Construction
- Grant Funding Obtained for NW 127<sup>th</sup> Street Canal Restoration Project-Done
- Initiate Development of Construction criteria for NW 127<sup>th</sup> Street Canal Restoration Project
- Apply for loans and grants
- Cairo Lane-Project Completion- Assessment Completed

### **FY 23 Objectives**

- Cairo Lane (Stormwater Portion) - Construction
- Burlington Canal – Phase II - Construction
- NW 38<sup>th</sup> Court (132<sup>nd</sup> – 135<sup>th</sup> Street) – Construction
- Commerce North – Construction on a portion of project.
- NW 127<sup>th</sup> Street Canal - Construction

### **Results vs. FY 22 Objectives**

- Cairo Lane completion – Results: In design
- Street sweeping increase – Results: Increased to five days per week
- Canal maintenance upgraded – Contractor (MD County) providing additional services



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Stormwater CIP Fund - Summary**

		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>Grants</b>						
334700	SRF - LP13035	-	353,376	353,376	-	-	(353,376)
	SRF - LP13036	-	142,581	142,581	-	-	(142,581)
	SRF - LP13037	-	211,896	211,896	-	-	(211,896)
	CDBG Grant	-	185,223	185,223	-	-	(185,223)
	DEO	-	-	-	-	7,000,000	7,000,000
	<b>Total Grants</b>	-	893,076	893,076	-	7,000,000	6,106,924
	<b>Loans</b>						
384120	WW 111310	-	-	-	-	-	-
384110	DW 111331	-	-	-	-	-	-
	<b>Total Loans</b>	-	-	-	-	-	-
	<b>Transfer In</b>						
381320	ARPA	-	-	-	-	4,120,225	4,120,225
381010	Stormwater Op Fund	-	2,064,709	1,064,709	(1,000,000)	1,833,776	769,067
	<b>Total Transfer In</b>	-	2,064,709	1,064,709	(1,000,000)	5,954,001	4,889,292
	<b>Total Funding</b>	-	2,957,785	1,957,785	(1,000,000)	12,954,001	10,996,216
	<b>Capital</b>						
	Capital	-	2,957,785	1,957,785	(1,000,000)	12,954,001	10,996,216
	<b>Total Capital</b>	-	2,957,785	1,957,785	(1,000,000)	12,954,001	10,996,216
	<b>(Use of)/Add To Working Capital</b>	-	-	-	-	-	-
	<b>Working Capital</b>						
	Beginning	-	-	-	-	-	-
	(Use Of)/Add To Working Capital	-	-	-	-	-	-
	Ending	-	-	-	-	-	-



**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Stormwater CIP Expenditure**

87		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>CIP</b>						
538631	Sharazad	-	165,000	165,000	-	-	(165,000)
543638	131st Street Project	-	185,223	185,223	-	-	(185,223)
5386315	Cairo Lane	-	506,861	506,861	-	1,333,776	826,915
5356328	Burlington Canal - PH I	-	501,084	501,084	-	-	(501,084)
5356328	Burlington Canal - PH II	-	500,000	-	(500,000)	500,000	500,000
5356328	Burlington Canal - PH III	-	500,000	-	(500,000)	-	-
541825	NW 147 St - Drainage	-	255,575	255,575	-	-	(255,575)
541828	NW 133 St - Drainage	-	106,042	106,042	-	-	(106,042)
5386335	NW 38th CT (132 - 135 St)	-	-	-	-	500,000	500,000
5386336	Commerce North	-	-	-	-	3,620,225	3,620,225
5386334	127 Street Canal	-	88,000	88,000	-	7,000,000	6,912,000
	<b>Total CIP</b>	-	2,957,785	1,957,785	(1,000,000)	12,954,001	10,996,216





### Stormwater CIP Fund - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Cairo Lane (Stormwater Portion)	This is part of an estimated \$4,000,000 project, with the remainder, \$2,666,224, in the Water-Sewer fund and funded by an available State Revolving Fund loan. If State funding isn't available for the stormwater portion of this project, it will be funded from the Stormwater Operating Fund.	1,333,776
Burlington Canal PH II	Phase II of a three-phase project to fully restore this canal. It is tentatively recommended that this phase be funded with ARPA funds.	500,000
NW 38 <sup>th</sup> Court	This is a high priority drainage project. It will be funded from the Stormwater Operating Fund.	500,000
Commerce North	The entire project for Commerce North is estimated to be in the \$8 million range. It has tentatively been recommended that \$3,620,225 of ARPA funds be allocated toward this project with additional grant funding being sought to address the total project.	3,620,225
127 <sup>th</sup> Street Canal	Dredging a portion of the 127 <sup>th</sup> Street Canal passing through the City to improve the canal's ability to handle stormwater. Funded by a DEO grant	7,000,000

# American Rescue Plan Act (ARPA) Fund





## ARPA FUND

**Mission** – This fund serves as a repository for funds received under the American Rescue Plan Act (ARPA) until the funds are allocated to projects, normally for water-sewer and stormwater projects. Up to \$400,000 will be retained and directly expended from this account for ARPA consultant services.

**Goal** – Ensure that all ARPA funds are allocated to projects by December, 2024 to be in compliance with program requirements that all ARPA funds must be encumbered to projects by December 31, 2024.

### Current Year Accomplishments

- None – No ARPA funds have been allocated to projects in FY 22.

### FY 23 Objectives

- Allocate ARPA funds to projects as determined by the City Commission.





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**ARPA Fund - Summary**

	FY 21	FY 22			FY 23	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b><u>Grants</u></b>						
ARPA	-	3,978,531	7,957,062	3,978,531	-	(7,957,062)
<b>Total Grants</b>	-	3,978,531	7,957,062	3,978,531	-	(7,957,062)
<b>Total Funding</b>	-	3,978,531	7,957,062	3,978,531	-	(7,957,062)
<b><u>Expense</u></b>						
Professional Services	-	-	-	-	400,000	-
<b>Total Expense Ex Trans Out</b>	-	-	-	-	400,000	-
<b><u>Transfer Out</u></b>						
To Water-Sewer CIP Fund	-	-	-	-	2,250,000	2,250,000
To Stormwater CIP Fund	-	-	-	-	4,120,225	4,120,225
<b>Total Transfer Out</b>	-	-	-	-	6,370,225	6,370,225
<b>Total Expense</b>	-	-	-	-	6,770,225	6,370,225
<b>(Use of)/Add To Working Capital</b>	-	3,978,531	7,957,062	3,978,531	(6,770,225)	(14,327,287)
<b><u>Working Capital</u></b>						
<b>Beginning</b>	-	-	-	-	7,957,062	7,957,062
(Use Of)/Add To Working Capital	-	3,978,531	7,957,062	3,978,531	(6,770,225)	(14,727,287)
<b>Ending</b>	-	3,978,531	7,957,062	3,978,531	1,186,837	(6,770,225)



### ARPA Fund Expenditure

15		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
538312	<b>Operating Expense</b>						
	Other Professional Services	-	-	-	-	400,000	400,000
	<b>Total Operating Expense</b>	-	-	-	-	400,000	400,000
538902	<b>Transfer Out</b>						
	<b>To Water-Sewer CIP Fund</b>						
	Miami Gardens Svce Lines					800,000	800,000
	Sewer Flow Meters					400,000	400,000
	Pump Station #16					250,000	250,000
	Pump Station #12					700,000	700,000
	Pump Station #4 Relocation					100,000	100,000
	<b>Total - Water-Sewer CIP Fund</b>	-	-	-	-	2,250,000	2,250,000
538903	<b>To Stormwater CIP Fund</b>						
	Burlington Canal - PH II					500,000	500,000
	Commerce North					3,620,225	3,620,225
	<b>Total - Stormwater CIP Fund</b>	-	-	-	-	4,120,225	4,120,225
	<b>Total Transfer Out</b>	-	-	-	-	6,370,225	6,370,225
	<b>Total Expense</b>	-	-	-	-	6,770,225	6,770,225

# Information Tech. Internal Services Fund





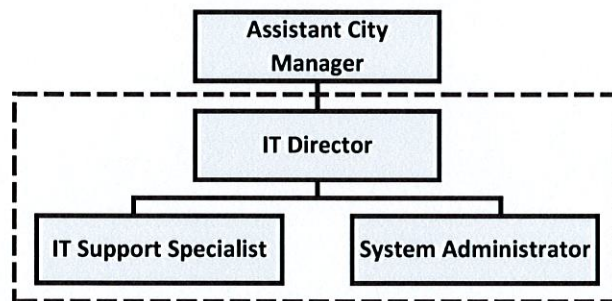


## INFORMATION TECHNOLOGY

**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 using 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 23 Objectives**

- Modernize the City's technology capability through installation of a state-of-the-art Enterprise Resource Planning (ERP) system
- Ensure the Wi-Fi and other network related technologies meets high quality standards
- Upgrade the core security for all devices and for users at the City of Opa-locka
- Modernize mundane aspects of the city such as: digital signage, meeting recordings, and Qol changes
- Revolutionize the City's financial technology, in efforts to streamline the payment processes
- Ensure all users can remote into the City infrastructure should the need arise
- Equip users and staff with mobile devices to allow them to mobilize their work and equip them with more tools to be effective

### **Results - 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 - **In Progress**
- Migrate Police Department to Microsoft 365 on Microsoft Government Cloud - **Deferred to FY 23**
- Implementation access control at Sherbondy Community Center - **Deferred to FY 23**
- Implement Parks and Recreation Management Software - **In Progress**

### **Results - FY 22 Measurements**

- Resolution of IT work orders within four hour – Target = 80%
- Migrate Police Department to Microsoft 365 – Target = Deferred to FY 23
- Implement Sherbondy Community Center access control – Target = Deferred to FY 23



### IT Services - Summary

	FY 21	FY 22			FY 23	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>Funding</b>						
Transfer In	644,507	1,228,130	1,085,098	(143,032)	1,732,191	647,093
<b>Total Funding</b>	<b>644,507</b>	<b>1,228,130</b>	<b>1,085,098</b>	<b>(143,032)</b>	<b>1,732,191</b>	<b>647,093</b>
<b>Expense</b>						
Salary	134,566	172,314	119,669	(52,645)	186,148	66,479
Benefits	40,268	58,506	34,648	(23,858)	54,576	19,928
<b>Total Compensation</b>	<b>174,834</b>	<b>230,820</b>	<b>154,317</b>	<b>(76,503)</b>	<b>240,724</b>	<b>86,407</b>
Operating Expense	340,522	740,310	673,493	(66,817)	1,314,147	640,654
Capital	37,627	257,000	257,288	288	177,320	(79,968)
<b>Total Expense Ex Transfer Out</b>	<b>552,983</b>	<b>1,228,130</b>	<b>1,085,098</b>	<b>(143,032)</b>	<b>1,732,191</b>	<b>647,093</b>
Transfer Out	91,523	-	-	-	-	-
<b>Total Expense</b>	<b>644,507</b>	<b>1,228,130</b>	<b>1,085,098</b>	<b>(143,032)</b>	<b>1,732,191</b>	<b>647,093</b>
<b>Over / (Under)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**IT - Expense**

85		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
512110	Salaries Executive	85,119	85,420	49,848	(35,572)	75,354	25,506
512120	Salaries Regular	49,447	86,894	69,821	(17,073)	110,794	40,973
	<b>Total Salaries</b>	<b>134,566</b>	<b>172,314</b>	<b>119,669</b>	<b>(52,645)</b>	<b>186,148</b>	<b>66,479</b>
	<b><u>Benefits</u></b>						
512210	FICA	9,693	15,010	9,156	(5,854)	14,240	5,084
512220	Retirement	12,315	21,230	12,949	(8,281)	22,171	9,222
512230	Life And Health Insurance	18,261	22,266	12,543	(9,723)	18,165	5,622
	<b>Total Benefits</b>	<b>40,268</b>	<b>58,506</b>	<b>34,648</b>	<b>(23,858)</b>	<b>54,576</b>	<b>19,928</b>
	<b>Total Compensation</b>	<b>174,834</b>	<b>230,820</b>	<b>154,317</b>	<b>(76,503)</b>	<b>240,724</b>	<b>86,407</b>
	<b><u>Operating Expense</u></b>						
512340	Other Contracted Services	-	54,445	51,131	(3,314)	111,131	60,000
512411	Telephone	123,059	137,240	136,107	(1,133)	140,190	4,083
512413	Telephone - Internet	24,642	29,100	28,389	(711)	28,500	111
512420	Postage	13	200	200	-	200	-
512510	Office Supplies	583	700	600	(100)	600	-
512523	Special Supplies	7,022	10,000	1,383	(8,617)	-	(1,383)
512528	Software Licensing	185,203	506,525	455,483	(51,042)	1,027,026	571,543
512540	Publ/Subs/Memberships	-	200	200	-	200	-
512648	Automotive Lease/Purchase	-	1,900	-	(1,900)	6,300	6,300
	<b>Total Operating Expense</b>	<b>340,522</b>	<b>740,310</b>	<b>673,493</b>	<b>(66,817)</b>	<b>1,314,147</b>	<b>640,654</b>
	<b><u>Capital</u></b>						
512646	Computer Equipment	37,627	257,000	257,288	288	177,320	(79,968)
	<b>Total Capital</b>	<b>37,627</b>	<b>257,000</b>	<b>257,288</b>	<b>288</b>	<b>177,320</b>	<b>(79,968)</b>
	<b><u>Transfer Out</u></b>						
512391	Admin Charge - Gen Fund	32,968	-	-	-	-	-
512441	Information Tech Charge	8,766	-	-	-	-	-
512442	Insurance Charges - Risk	37,426	-	-	-	-	-
512448	Rental Expense - TCO	12,045	-	-	-	-	-
512449	Vehicle Service Charges	4,503	-	-	-	-	-
	<b>Total Transfer Out</b>	<b>95,708</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Expense</b>	<b>648,692</b>	<b>1,228,130</b>	<b>1,085,098</b>	<b>(143,032)</b>	<b>1,732,191</b>	<b>647,093</b>



Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	External security evaluation	41,131
	Camera monitoring service	10,000
	Sherbondy access control	60,000
	<b>Total</b>	<b>111,131</b>
Telephone	State of Florida	12,731
	AT&T Mobility (Mobile Phone)	106,447
	Interactive Services (City phone system)	21,012
	<b>Total</b>	<b>140,190</b>
Internet	Network Innovation (Parks Internet)	4,500
	Peerless (City Internet)	16,800
	OPATV (Comcast)	7,200
	<b>Total</b>	<b>28,500</b>
Postage	Miscellaneous mailing	200
Office Supplies	Miscellaneous	600



### Information Technology - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Software	Agenda Management (CivicPlus)	18,025
	Archiving Software (Archivesocial)	2,460
	ASCAP	381
	Citizen Engagement (CivicPlus)	11,451
	Cloud photo storage	82
	Community Notification -Code-Red)	10,043
	Cybersecurity (KnowB4)	6,227
	Dynamic Doc (Laserfiche)	11,520
	E-Learning Subscription (SHI)	618
	E-Mail (Google)	9,270
	ERP (Sungard)	72,100
	ERP Annual License (Tyler)	180,687
	ERP Installation (Tyler)	535,270
	Firewall (Gov Connections)	2,016
	Fleet Maint Software (Rarestep)	15,880
	GIS (ESRI)	12,360
	Help Desk (Broadcast Music)	932
	IT Remote Management Software	30,900
	Microsoft Volume License	23,409
	Mobile Phone Mgmt Sys Meroki MDM	1,545
	Network Security - Barracuda	14,560
	Office 365 Migration	10,816
	Problem Reporting (See Click Fix -CivicPlus)	13,390
	Recreation Management (CivicPlus)	11,000
	Remote Monitoring (Argsoft)	3,797
	Security Camera Software	10,300
	Security Camera Upgrade	15,000
	Zoom (CDW Government)	2,987
	<b>Total</b>	<b>1,027,026</b>
Memberships	FLGISA	200
Vehicle Lease	Truck	6,300
Computer Equipment	Computer accessories	3,500
	Computers	135,500
	ERP hardware	8,320
	Server replacement	30,000
	<b>Total</b>	<b>177,320</b>



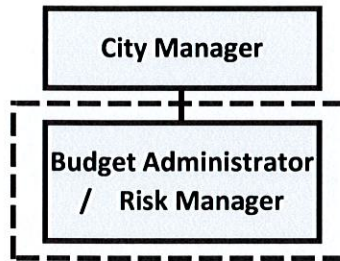
# Risk Management Internal Services Fund





## RISK MANAGEMENT

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



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

### Current Year Accomplishments

- Upgraded asset insurance coverage based on identification and recommendations resulting from consultant asset study.
- Processed all claims in conjunction with the Florida Municipal Insurance Trust (FMIT) to ensure expeditious processing and fair resolution.

### FY 23 Objectives

- Ensure all City assets properly insured
- Research root causes of City losses and develop recommendations for corrective action
- Put the insurance service out to bid to evaluate competitive offerings in view of having been with the Florida Municipal Insurance Trust for an extended period.



### Risk Management - Summary

	FY 21	FY 22			FY 23	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b><u>Funding</u></b>						
Transfer In	2,868,869	3,046,940	2,952,124	(94,816)	2,905,632	(46,492)
<b>Total Funding</b>	<b>2,868,869</b>	<b>3,046,940</b>	<b>2,952,124</b>	<b>(94,816)</b>	<b>2,905,632</b>	<b>(46,492)</b>
<b><u>Expense</u></b>						
Salary	60,000	32,296	3,469	(28,827)	-	(3,469)
Benefits	37,029	29,890	22,850	(7,040)	22,531	(319)
<b>Total Compensation</b>	<b>97,029</b>	<b>62,186</b>	<b>26,319</b>	<b>(35,867)</b>	<b>22,531</b>	<b>(3,788)</b>
Operating Expense	2,740,719	2,984,754	2,925,805	(58,949)	2,883,100	(42,705)
<b>Total Expense Ex Trans-Out</b>	<b>2,837,748</b>	<b>3,046,940</b>	<b>2,952,124</b>	<b>(94,816)</b>	<b>2,905,632</b>	<b>(46,492)</b>
Transfer Out	31,121	-	-	-	-	-
<b>Total Expense</b>	<b>2,868,869</b>	<b>3,046,940</b>	<b>2,952,124</b>	<b>(94,816)</b>	<b>2,905,632</b>	<b>(46,492)</b>
<b>Over / (Under)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**Risk Management - Expense**

84		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b><u>Salaries</u></b>						
513110	Salaries Executive	60,000	32,296	3,469	(28,827)	-	(3,469)
	<b>Total Salaries</b>	60,000	32,296	3,469	(28,827)	-	(3,469)
	<b><u>Benefits</u></b>						
513210	FICA	4,556	2,612	265	(2,347)	-	(265)
513220	Retirement	5,383	3,524	375	(3,149)	-	(375)
513230	Life And Health Insurance	6,150	1,854	335	(1,519)	-	(335)
513240	Worker's Compensation	19,780	20,000	20,000	-	20,600	600
513245	Accidental Death	1,160	1,900	1,875	(25)	1,931	56
513250	Unemployment Compensation	-	-	-	-	-	-
	<b>Total Benefits</b>	37,029	29,890	22,850	(7,040)	22,531	(319)
	<b>Total Compensation</b>	97,029	62,186	26,319	(35,867)	22,531	(3,788)
	<b><u>Operating Expense</u></b>						
513392	Motor Vehicle Claims	-	15,000	15,000	-	15,450	450
513420	Postage	-	50	50	-	52	2
513521	Clothing & Uniforms	-	250	-	(250)	-	-
513540	Memberships	-	600	-	(600)	-	-
513451	Insurance Premium	2,635,581	2,828,854	2,828,755	(99)	2,781,139	(47,616)
513452	General Liability - Deductible	104,830	136,000	80,000	(56,000)	82,400	2,400
513493	General Expense	-	2,000	-	(2,000)	2,000	2,000
513541	Educational Costs	308	2,000	2,000	-	2,060	60
	<b>Total Operating Expense</b>	2,740,719	2,984,754	2,925,805	(58,949)	2,883,101	(42,705)
	<b><u>Transfer Out</u></b>						
513391	Admin Fees - General Fund	16,484	-	-	-	-	-
513441	Information Tech Charges	4,383	-	-	-	-	-
513451	Insurance Charges - Risk	10,254	-	-	-	-	-
	<b>Total Transfer Out</b>	31,121	-	-	-	-	-
	<b>Total Expense</b>	2,868,869	3,046,940	2,952,124	(94,816)	2,905,632	(46,492)



### Risk Management - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Workers Compensation	Prior ongoing claims from when City was self-insured	20,600
Accidental Death	Insurance associated with police officers	1,931
Motor Vehicle Claims	Motor vehicle claims – City's deductible share	15,450
Postage	Miscellaneous	52
Insurance Charges	General Liability	1,522,297
	Auto Liability	68,813
	Auto Physical Damage	47,478
	Property	175,471
	Workers' Compensation	967,079
	<b>Total</b>	<b>2,781,139</b>
General liability - Deductible	Deductible portion of general liability insurance paid by the City	82,400
General Expense	Miscellaneous small unanticipated expenditures	4,060

# Special Law Enforcement







## **SPECIAL LAW ENFORCEMENT FUND**

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

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

### **Current Year Accomplishments**

- Intended use for FY 22 was for fitting out new Police vehicles and acquisition of radar speed warning signs

### **FY 23 Objectives**

- Will again be used for fitting out new Police vehicles and acquisition of radar speed warning signs



### Special Law Enforcement Fund - Summary

		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>165</b>	<b><u>Revenue</u></b>						
369900	Law Enforcement Training	1,351	-	-	-	-	-
369900	Other Miscellaneous Revenue	-	45,000	45,000	-	-	(45,000)
	<b>Total Revenue</b>	<b>1,351</b>	<b>45,000</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>(45,000)</b>
<b>65</b>	<b><u>Expense</u></b>						
	<b><u>Operating Expense</u></b>						
521493	General Expenses	63,462	-	-	-	-	-
	<b>Total Operating Expense</b>	<b>63,462</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b><u>Capital</u></b>						
521641	Automotive Equipment	22,522	40,000	-	(40,000)	40,000	40,000
521643	Communication Equipment	11,607	-	-	-	-	-
521644	Public Safety Equipment	417	15,000	-	(15,000)	15,000	15,000
	<b>Total Capital</b>	<b>34,546</b>	<b>55,000</b>	<b>-</b>	<b>(55,000)</b>	<b>55,000</b>	<b>55,000</b>
	<b>Total Expense</b>	<b>98,008</b>	<b>55,000</b>	<b>-</b>	<b>(55,000)</b>	<b>55,000</b>	<b>55,000</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>(96,657)</b>	<b>(10,000)</b>	<b>45,000</b>	<b>55,000</b>	<b>(55,000)</b>	<b>(100,000)</b>
	<b>Fund Balance - Unassigned</b>						
	<b>Beginning</b>	<b>109,769</b>	<b>13,112</b>	<b>13,112</b>	<b>-</b>	<b>56,760</b>	<b>43,648</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>(96,657)</b>	<b>(10,000)</b>	<b>45,000</b>	<b>55,000</b>	<b>(55,000)</b>	<b>(100,000)</b>
	<b>Ending</b>	<b>13,112</b>	<b>1,760</b>	<b>56,760</b>	<b>55,000</b>	<b>1,760</b>	<b>(56,352)</b>

# Law Enforcement Training Trust Fund (LETF)







## LAW ENFORCEMENT TRAINING TRUST FUND

**Mission** – This is a new fund which receives funding from Miami-Dade County court fees to be used for training purposes.

**Goal** – Make available funding to allow City to fund potential recruit training costs while attending the Miami-Dade Police Academy and for other department training purposes.

### **Current Year Accomplishments**

- This was a newly identified fund in FY 22 and wasn't utilized

### **FY 23 Objectives**

- Will be used to support Department training.



**Law Enforcement Training Trust Fund - Summary**

		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>179</b>	<b><u>Revenue</u></b>						
361100	Fund Interest Earned	-	-	-	-	-	-
334770	Local Law Enf Block Grant	-	-	-	-	-	-
335210	Law Enforcement Training	1,132	-	1,000	1,000	1,000	-
	<b>Total Revenue</b>	<b>1,132</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>
<b>66</b>	<b><u>Expense</u></b>						
	<b><u>Operating Expense</u></b>						
521541	Education Costs	-	-	-	-	50,000	50,000
	<b>Total Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>
	<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>1,132</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>(49,000)</b>	<b>(50,000)</b>
	<b><u>Fund Balance - Unassigned</u></b>						
	<b>Beginning</b>	<b>119,110</b>	<b>120,242</b>	<b>120,242</b>	<b>-</b>	<b>121,242</b>	<b>1,000</b>
	<b>(Use Of)/Add To Fund Balance</b>	<b>1,132</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>(49,000)</b>	<b>(50,000)</b>
	<b>Ending</b>	<b>120,242</b>	<b>120,242</b>	<b>121,242</b>	<b>1,000</b>	<b>72,242</b>	<b>(49,000)</b>

# **PROPOSED ANNUAL BUDGET**

**Community Redevelopment  
Agency (CRA)**



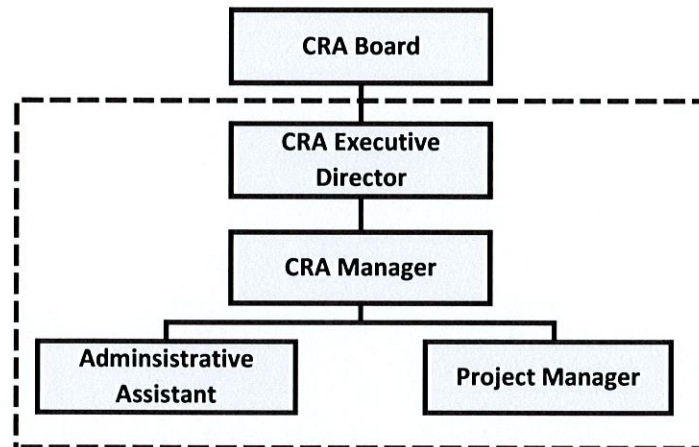
*FISCAL YEAR*  
**2023**





## 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 as well as new investment and business creation.

### Current Year Accomplishments

- Facade program with five participants
- 50% funding of Parks & Recreation master plan development
- \$50,000 funding of Parks fencing and amenities in CRA area
- Initiated Downtown Master Plan
- Initiation of the Taqnia Innovation District
- 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

### FY 23 Objectives

- Provide Development Incentive Assistance for new development project in the OCRA area
- Provide Rental Assistance for residential rental properties in the OCRA area
- Provide Mortgage Assistance for residential homeowner properties in the OCRA area. Cannot be used for homes that are being rented out.
- Provide Business Assistance for commercial/industrial properties in the OCRA area
- Provide funding assistance for the restoration of the Historic Fire Station and other historic properties within the OCRA area.



- Provide funding assistance for the streetscaping of roadways within the OCRA area.
- Provide funding assistance for the new entry to Ingram Park on the north side of the park from Wilmington Street
- Provide funding assistance for a proposed water park amenities on the north side of Ingram Park

#### Results vs. FY 22 Objectives

- Facade program for commercial and industrial properties within the OCRA area. Managed by OLCDC.
- Offer funding to support the creation of Parks & Recreation master plan development
- \$50,000 funding of Parks amenities in CRA area
- Developed CRA logo for branding purposes

#### Result FY 22 Measurements

- Completion of a downtown masterplan to provide clear development guidance for those interested in investing in the City – **Completed in 2021-2022**
- 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 23**
- Update CRA Redevelopment Plan by updating projects to be undertaken, including possibly increasing the size of the Community Redevelopment Area. – **Deferred to FY 23**
- Development of Taqnia Innovation District in the Opa-locka North Industrial District to incubate an area focused on the technology industry. - **Ongoing**
- Development of the Opa-locka Moorish Cultural Arts and Entertainment District – **Ongoing**
- Make a determination as to whether two lakefront acres of Ingram Park should be rezoned for residential development - **Topic for consideration during the Affordable Housing Initiative workshop in August 2022**
- Enhance City parks amenities - **Ongoing**
- Reduction of upfront development fees to incentivize development – **Deferred to FY 23**
- Reduction of parking requirements to incentivize development – **Deferred to FY 23**
- Completion of CRA Policies and Procedures manual – **Working on amendments to By-Laws**





**FISCAL YEAR 2023  
ANNUAL PROPOSED OPERATING BUDGET**

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

180-77		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<b>180</b>	<b>REVENUES</b>						
311110	City Tax Increment Revenue	712,555	884,270	884,270	-	1,154,464	270,194
311120	County Tax Increment Revenue	334,355	419,193	419,193	-	562,525	143,332
	Total Tax Increment Revenue	1,046,910	1,303,462	1,303,462	-	1,716,989	413,526
383010	Carryover from prior year (cash & equiv.)	1,075,634	1,760,617	1,760,617	-	2,441,597	680,980
361100	Interest Earnings	-	-	-	-	-	-
369900	Misc. Revenue	-	10,000	-	(10,000)	24,000	24,000
	<b>(A) REVENUE TOTAL</b>	<b>2,122,544</b>	<b>3,074,080</b>	<b>3,064,080</b>	<b>(10,000)</b>	<b>4,182,586</b>	<b>1,118,506</b>
<b>77</b>	<b>EXPENDITURES</b>						
	<b>Administrative Expenditures:</b>						
515320	Accounting & Audits	2,500	25,000	11,500	(13,500)	24,000	12,500
515492	Advertising & Notices	-	7,500	7,500	-	7,500	-
515400	Local Travel	-	5,000	250	(4,750)	1,000	750
515493	Other Admin. Exp (attach list)	19,657	107,808	23,983	(83,825)	122,987	99,004
515341	County Admin Fee 1.5%	-	-	6,288	6,288	8,438	2,150
	<b>(B) Subtotal Adm. Exp</b>	<b>22,157</b>	<b>145,308</b>	<b>49,521</b>	<b>(95,787)</b>	<b>163,925</b>	<b>114,404</b>
	<b>Operating Expenditures:</b>						
515110	Employee Salary & Fringe	25,770	161,610	65,988	(95,622)	153,379	87,391
513410	Printing & Binding	-	3,599	1,500	(2,099)	2,500	1,000
515480	Marketing/Promotional Events/Positioning	-	100,000	12,000	(88,000)	50,000	38,000
515400	Out of Town Travel	-	5,000	2,001	(2,999)	11,675	9,674
515541	Conferences & Meetings	-	5,000	-	(5,000)	5,100	5,100
521541	Education	-	-	-	-	5,000	5,000
513310	Legal Services/Court Costs	24,000	24,000	24,000	-	35,000	11,000
515312	Professional Services	190,000	175,000	15,900	(159,100)	175,000	159,100
515542	Apprenticeship Training	-	100,000	-	(100,000)	150,000	150,000
515544	Commercial Grants	-	245,000	-	(245,000)	400,000	400,000
515545	Home Ownership / Rental Assistance	-	200,000	-	(200,000)	240,000	240,000
515340	Other Contracted Services	-	-	500	500	302,000	301,500
	<b>Total Operating Expenditures</b>	<b>239,770</b>	<b>1,019,209</b>	<b>121,889</b>	<b>(897,320)</b>	<b>1,529,654</b>	<b>1,407,765</b>
	<b>CAPITAL PROJECTS - Grants &amp; Other</b>						
5776001	Development Assistance	-	1,000,000	300,000	(700,000)	1,600,000	1,300,000
5776002	Farmers Market	-	10,000	-	(10,000)	20,000	20,000
5776003	Community Policing	-	-	-	-	20,000	20,000
5776004	Art in Public Places	-	20,000	-	(20,000)	50,000	50,000
5776005	Housing Initiatives	-	100,000	-	(100,000)	100,000	100,000
	<b>Total Cap Projects - Grants &amp; Other</b>	<b>-</b>	<b>1,130,000</b>	<b>300,000</b>	<b>(830,000)</b>	<b>1,790,000</b>	<b>1,490,000</b>
	<b>CAPITAL PROJECTS - Infrastructure</b>						
5776009	Capital/Infrastructure Grants	100,000	585,000	151,073	(433,927)	649,007	497,934
	<b>Total Cap Projects - Infrastructure</b>	<b>100,000</b>	<b>585,000</b>	<b>151,073</b>	<b>(433,927)</b>	<b>649,007</b>	<b>497,934</b>
	<b>(C) Total Operating. Expense + Capital</b>	<b>339,770</b>	<b>2,734,209</b>	<b>572,962</b>	<b>(2,161,247)</b>	<b>3,968,661</b>	<b>3,395,699</b>
581950	<b>(D) Reserve/Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>
	<b>EXPENDITURE TOTAL (B+C+D)</b>	<b>361,927</b>	<b>2,879,517</b>	<b>622,483</b>	<b>(2,257,034)</b>	<b>4,182,586</b>	<b>3,560,103</b>
	<b>CAPITAL PROJECTS</b>						
	Facades	50,000	-	17,000	17,000	-	(17,000)
5776006	Historic Building Renovations	-	50,000	-	(50,000)	250,000	250,000
541838	Parks Fence	-	60,000	60,000	-	50,000	(10,000)
515601	Streetscape	-	75,000	-	(75,000)	200,000	200,000
5776007	Park Amenities	50,000	100,000	30,000	(70,000)	119,007	89,007
	Other	-	300,000	14,073	(285,927)	-	(14,073)
5776008	Signage/Marquee	-	-	30,000	30,000	30,000	-
	<b>Total Project Dollars:</b>	<b>100,000</b>	<b>585,000</b>	<b>151,073</b>	<b>(433,927)</b>	<b>649,007</b>	<b>497,934</b>
	<b>YEAR-END CARRY-OVER</b>	<b>1,760,617</b>	<b>194,563</b>	<b>2,441,597</b>	<b>2,247,034</b>	<b>-</b>	<b>(2,441,597)</b>





**FISCAL YEAR 2023  
ANNUAL OPERATING BUDGET**

**CRA - Compensation & Administrative**

180-77		FY 21	FY 22			FY 23	
ACCT	Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<b>City Fees</b>						
515391	Administrative Fees	7,206	11,348	11,348	-	35,000	23,652
515448	Occupancy	6,152	5,440	5,440	-	5,000	(440)
515442	Insurance	6,164	6,970	6,970	-	10,000	3,030
	<b>Total City Fees</b>	<b>19,522</b>	<b>23,758</b>	<b>23,758</b>	<b>-</b>	<b>50,000</b>	<b>26,242</b>
515510	Office Supplies	-	-	-	-	1,000	1,000
	Salary & Benefits for Admin		69,000	-		66,812	66,812
515420	Postage/Fedex/Courier		100	-	(100)	1,000	1,000
515340	Minutes Processing		10,000	-	(10,000)	2,000	2,000
515540	Membership Dues		4,725	-	(4,725)	2,000	2,000
515341	State Admin Fee		225	225	-	175	(50)
	<b>Total Administrative Fees</b>	<b>19,522</b>	<b>107,808</b>	<b>23,983</b>	<b>(14,825)</b>	<b>122,987</b>	<b>99,004</b>
	<b>Compensation</b>						
	<u>Operating Compensation</u>						
	<u>Salaries</u>						
515110	Salaries - Executive			52,225		64,065	11,840
515120	Salaries - Regular			-		54,267	54,267
	<b>Total Salaries</b>			<b>52,225</b>		<b>118,332</b>	<b>66,107</b>
	<u>Benefits</u>						
515210	FICA			3,996		9,053	66,107
515220	Retirement			5,651		14,093	132,214
515230	Life And Health Insurance			4,116		11,901	198,321
	<b>Total Benefits</b>			<b>13,763</b>		<b>35,047</b>	<b>396,642</b>
	<b>Total Operating Compensation</b>			<b>65,988</b>		<b>153,379</b>	<b>462,749</b>
	<u>Administrative Compensation</u>						
	<u>Salaries</u>						
515110	Salaries - Executive			-		-	-
515120	Salaries - Regular			-		50,247	50,247
515140	Salaries - Overtime			-		500	500
	<b>Total Salaries</b>			<b>-</b>		<b>50,747</b>	<b>50,747</b>
	<u>Benefits</u>						
515210	FICA			-		3,882	3,882
515220	Retirement			-		6,044	6,044
515230	Life And Health Insurance			-		6,139	6,139
	<b>Total Benefits</b>			<b>-</b>		<b>16,065</b>	<b>16,065</b>
	<b>Total Administrative Compensation</b>			<b>-</b>		<b>66,812</b>	<b>66,812</b>
	<u>Total Compensation</u>						
	<u>Salaries</u>						
515110	Salaries - Executive			52,225		64,065	11,840
515120	Salaries - Regular			-		104,514	104,514
515140	Salaries - Overtime			-		500	500
	<b>Total Salaries</b>			<b>52,225</b>		<b>169,079</b>	<b>116,854</b>
	<u>Benefits</u>						
515210	FICA			3,996		12,935	8,939
515220	Retirement			5,651		20,137	14,486
515230	Life And Health Insurance			4,116		18,040	13,924
	<b>Total Benefits</b>			<b>13,763</b>		<b>51,112</b>	<b>37,349</b>
	<b>Total Compensation</b>			<b>65,988</b>		<b>220,191</b>	<b>154,203</b>



## Community Redevelopment Agency (CRA) - Footnote Detail – Summary Page

Account Name	Footnote Detail	Proposed Budget (\$)
Employee Salary & Fringe	Wages & benefits for Interim CRA Manager (75%) and Project Manager – Details on Administrative Page	153,379
Printing & Binding	Printing and binding of plans and projects to be conducted	2,500
Marketing, Prom. Events	Marketing and branding activities	50,000
Out of Town Travel	Non-local travel for conferences seminars and other out of area meetings	11,675
Conferences & Meetings	Fees for participating in conferences and meeting	5,100
Education	Professional development	5,000
Legal Services / Court Costs	Legal services in support of the CRA	35,000
Professional Services	CRA Plan Update	100,000
	Parks Master Plan – Deferred from FY 22	75,000
	<b>Total</b>	<b>175,000</b>
Apprenticeship Training	Assist local apprenticeship programs to provide residents with career skills	150,000
Commercial Grants	Funding for commercial property and business improvement	400,000
Home Ownership / Rental Assistance	Rental and mortgage assistance programs	240,000
Other Contracted Service	Demolition of blighted properties	302,000
Development Assistance	Strategic investment program	700,000
	Water park investment	1,000,000
	<b>Total</b>	<b>1,700,000</b>
Farmers Market	For production of farmer/vendor/street market events	20,000
Community Policing	Partnership activities with City Police Department	20,000
Art in Public Places	Funding for Public Arts projects	50,000
Housing Initiatives	Subsidies for new residential projects to enable affordable housing	100,000
Historic Building Renovation	Contribution toward restoration of Historic City Hall	250,000
Parks Fence	Contribution toward enhancing security and appearance of parks within the CRA area	50,000
Streetscape	Streetscape enhancement projects	200,000
Park Amenities	Assistance for Parks & Recreation projects and programs	119,007





**Community Redevelopment Agency (CRA) - Footnote Detail –  
Compensation & Administrative Page**

Account Name	Footnote Detail	Proposed Budget (\$)
City Fees – Administrative Fees	Payment to the City of Opa-locka for financial and IT services	35,000
City Fees – Occupancy	Payment to the City of Opa-locka for occupancy at 780 Fisherman Street	5,000
City Fees – Insurance	Payment to the City for general liability insurance for CRA employees covered under the City's coverage with the Florida Municipal Insurance Trust	10,000
Office supplies	Routine office supplies required to support operations	1,000
Salary & Benefits – Administrative Staff	Compensation for Administrative Assistant. Specific line item details reflected in lower half of preceding Compensation & Administrative page	66,812
Postage / FedEx / Courier	Various document delivery services	1,000
Minutes Processing	Service to prepare minutes associated with all meetings	2,000
Membership Dues	Professional association dues	2,000
State Admin Fee	Annual fee due to the Florida Department of Economic Opportunity	175