

CITY OF OPA-LOCKA FLORIDA



ADOPTED FY 2024 BUDGET





Table of Contents

Introduction	Page #
Table of Contents	
City Manager's Budget Message.....	3
Reader's Guide.....	7
Community Profile	9
City of Opa-locka Organization Chart	10
Miscellaneous Community Statistics.....	11
Financial Policies and Background.....	14
Budget Development Process	18
Fund Descriptions.....	21
Fund Balance.....	24
Citywide Summary	
Citywide Financial Summaries.....	25
Citywide FY 23 Capital Improvement Program Forecast.....	30
Citywide FY 24 Capital Improvement Program Budget.....	31
Citywide Staffing Summary.....	32
Financial Summaries	
<u>General Fund</u>	
Summary of Revenues & Expenditures.....	33
Schedule of Revenues.....	37
Schedule of Expenditure.....	40
City Commission.....	42
City Manager	46
Non-Department.....	51
City Clerk.....	55
City Attorney.....	62
Human Resources.....	66
Finance.....	74
Community Development.....	80
Building & Licenses.....	87
Police.....	93
Code Compliance.....	101
Parks & Recreation.....	107
Beautification & Maintenance.....	117
Public Works – Administration.....	123
Public Works – Streets & Sidewalks.....	128
Public Works – Vehicle Maintenance.....	134
Public Works – Trash Removal.....	140
<u>Debt Service Fund</u>	
Commentary.....	145
Summary of Revenues & Expenditures.....	148



Safe Neighborhood Fund

Commentary.....	151
Summary of Revenues & Expenditures.....	155

People's Transportation Plan Fund

Commentary.....	159
Summary of Revenues & Expenditures.....	162

Town Center Fund

Commentary.....	165
Summary of Revenues & Expenditures.....	167
Schedule of Expenditures.....	168

Water-Sewer Operating Fund

Commentary	170
Summary of Revenues & Expenditures.....	172
Schedule of Revenues.....	173
Schedule of Expenditures.....	174
Water Distribution.....	175
Sewer Collection & Transmission.....	181
Water-Sewer Financial Services.....	187
Service Line & Meter Maintenance.....	191
CIP Management	197

Water-Sewer CIP Fund

Commentary.....	202
Summary of Revenues & Expenditures.....	205

Stormwater Operating Fund

Summary of Revenues & Expenditures.....	209
---	-----

Stormwater CIP Fund

Commentary.....	217
Summary of Revenues & Expenditures.....	220

American Rescue Plan Act (ARPA) Fund

Commentary.....	224
Summary of Revenues & Expenditures.....	226

Internal Services Funds

IT Internal Services

Commentary.....	229
Summary of Revenues & Expenditures.....	233
Schedule of Expenditures.....	234

Risk Management Internal Services

Commentary.....	237
Schedule of Revenue & Expenditures.....	239
Schedule of Expenditures.....	240



Special Law Enforcement Fund

Commentary.....	242
Summary of Revenues & Expenditures.....	244

Law Enforcement Training Trust Fund

Commentary.....	246
Summary of Revenues & Expenditures.....	248

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

Community Redevelopment Agency Fund

Commentary.....	249
Summary of Revenues & Expenditures.....	255
Schedule of Expenditures.....	256

City of Opa-locka

City Commission

FISCAL YEAR 2024



John H. Taylor Jr.
Major



Natasha L. Ervin
Vice Major



Dr. Sherelean Bass
Commissioner



Joseph L. Kelley
Commissioner



Veronica J. Williams
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

Philppot Walker, Information Technology Director

Gregory Gay, Community Development Director

Adelina Gross, CIP Manager

Kenneth Ottley, Interim Police Chief

King Leonard, Building & Grounds Maintenance Operations Manager

Marilyn Petite-Frere, Building & Licenses Manager

Zonya Ray, Parks & Recreation Director

Niema Walker, Finance Director

Alexia Robothan, 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



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Interim City Manager**

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July 31, 2023

To the Honorable Mayor, Vice Mayor and Commissioners:

In accordance with the City's Charter, Article III, Section 3.3 (a), I am very pleased and proud to submit for your review and consideration the FY 24 Proposed Annual Budget for all funds for the fiscal year of October 1, 2023 through September 30, 2024.

The following highlight some of the City's accomplishments and objectives for the coming year.

Financial Status - The City's overall financial condition is extremely good.

- The General Fund, responsible for most City services and operations, shows strong revenue growth, including real property tax base growth of 16.9%, demonstrating developer, business and investor interest in being part of the City's future.

- The Stormwater Operating Fund, nearly doubling its annual revenue without a rate increase due to the Commission decision to place these fees on the property tax bill rather than the utility bill, is healthy, being able to cover the cost of beginning to restore the storm drainage system while having a modest surplus available for infrastructure investment.

- The Water-Sewer Operating Fund, responsible for providing water and sewer services to the community, is the exception, being in poor fiscal condition. Burdened with a negative fund balance, \$2 million of FY 24 expense attributable to prior problems, an additional \$1 million of new cost from County services and obsolete customer utility rates based on a FY 16 cost structure, a rate study is imperative to restore this Fund's fiscal health.

- Employment of a City Finance Director for the first time in five years to provide the maturity, experience, leadership and stability necessary for this vital department to fulfill the necessary responsibilities leading to the City exiting from Financial Emergency.

- After a three-year period of failing to complete annual financial audits almost a decade ago, the City has nearly caught up, with the FY 21 audit completed in July, 2023 and the FY 22 audit to be completed in December, marking the first time in nearly a decade the City will be current in this requirement.

- New banking relationships are being established providing much more favorable terms for the City.

- The City has aggressively sought grants and will further upgrade emphasis on this funding source in FY 24 with the engagement of two grant services. For FY 24, there will be \$8.8 million of funding from grants and loans utilized, primarily for capital invest projects.

- Annexation continues to be a primary objective to broaden the City's tax base.

- In addition to a \$1.0 million judgment impacting the Water-Sewer Fund (above) the City has also lost a suit in regard to termination of a City solid waste services contract in 2018, resulting in a \$3.0 million judgment against the City. Although the latter is under appeal, both are reflected in the FY 24 budget.

City Operations – Operations have been restructured to ensure focus, accountability and effectiveness.

- The recently completed State Operational Audit, evaluating progress since the FY 19 audit, highlighted substantial progress in nearly every aspect and is the basis for additional continuing improvement.
- Utilizing recognized span of control principles, the City has been reorganized to ensure every manager and department head reports to either the City Manager or an Assistant City Manager. A division tasked with City beautification has been created to establish a single point of accountability, recognizing that an effective Beautification Plan achieving significant continuous progress is central to the transformation of the City. Similarly, the Capital Improvement Program division now reports directly to the City Manager in recognition of its equally key role in moving the City forward.
- Automation – The City is implementing new software to automate Building & Licensing, Code Enforcement and Community Development, greatly increasing efficiency and customer service. An Enterprise Resource Planning (ERP) system, a centralized data system to integrate nearly all City functions into a seamless electronic environment is being implemented to provide efficiencies, enhanced customer service and increased availability of key information to facilitate improved management.
- Paperless Workplace – A program is being undertaken to greatly decrease creation of paper documents in favor of electronic documents, enhancing the flow of information and reducing storage requirements. Additionally, decades of obsolete documents will be destroyed in accordance with State record retention requirements, further reducing storage costs.
- Vehicles – Due to many years of fiscal constraints, the City's vehicle fleet had reached the end of its useful life. A leasing program was begun a year ago and at the end of FY 23 the fleet will be updated with 48 new leased vehicles, primarily for the Police Department, but also for Code Compliance and Public Works, with another 11 vehicles to be added in FY 24.
- Intergovernmental Relations – The City has strengthened its relationships at the County and State levels to ensure there is clear awareness at these levels of governance as to what the City is accomplishing and to facilitate the request for their assistance when additional support would be helpful.
- Establishment of a new Public Relations / Special Events position to ensure the effectiveness of the City's Public Relations / Marketing activities and that City Special Events are planned and executed in an orderly and effective manner.

Residents – The City is focused on maximizing the engagement of the residents and ensuring all residents reside in safety and in acceptable living conditions, have economic and educational opportunities and have the opportunity to enjoy and take pride in being City residents.

- Substandard Housing Conditions – The position of Minimum Housing Inspector has been upgraded to full-time to increase the capacity to address this problem. When substandard conditions occur in large rental complexes, a multi-department task force approach is used to thoroughly identify all deficiencies, make the residents aware the City is working on their behalf, and bring pressure on property management for prompt and comprehensive improvement through full utilization of the authority available to the City and invoking additional support from all levels of government.
- Substantial current and future investment in reducing residential area flooding.
- Crime rates have been reduced 30%.
- Police programs, including increased Community Policing, the Police Explorer youth program and substantial presence in the Substandard Housing Task Force, are in place to increase public trust in the Department.
- Installation of gunfire recognition technology to facilitate prompt Police response to expedite the potential for the removal of criminals from City streets.
- Significant progress has been made to add several hundred affordable housing units to the City in the next couple of years.
- Developers of major projects are now required to hold job fairs for residents to apply for employment.
- Grants are available to owners of historic properties to allow these properties to be restored to fully and proudly reflect their Opa-locka heritage.
- Grants are available to residents encountering difficulties in meeting their rental or mortgage obligations.
- Grants are available to residents requiring financial assistance to sufficiently maintain their properties.

- Parks will be open seven days per week to allow residents more time to enjoy these facilities.
- Ingram Park will be developed to become a premier South Florida park to substantially improve recreation opportunities for the community and be a source of community pride.
- The Special Events budget is being expanded fourfold, including renewal of the Arabian Nights Festival, to encourage resident participation and enjoyment in City recreational events.
- The success of the Beautification Program, and the Anti-Illegal Dumping Program in particular, will increase pride in living in the City and will encourage residents to be proactive in supporting the beautification and cleanliness of the City.
- Establishment of multiple City Boards to encourage resident participation to provide focus and feedback on various resident issues.
- Engagement of a Public Relations firm to improve City messaging in general and to communicating with the residents in particular.
- Increased focus on foreclosures to eliminate blighted properties impact on residential neighborhoods.
- Continued installation of new sidewalks to enhance neighborhood aesthetics and safety.
- Continued upgrading and new installation of streetlights to enhance neighborhood safety,
- Continuation of the City scholarship program to assist residential youth in pursuing college educations.
- Community proactive involvement in determining the use of \$1.0 million of American Rescue Plan Act (ARPA) funds.
- An excellent Parks & Recreation sports program providing opportunities for youth involvement and development and in some instances producing highly successful teams that went on to win post-season events.

Businesses – The City is focused on creating a nurturing and welcoming climate for current business to succeed and for new desirable businesses to come to the City.

- Creation of a City of Opa-locka Chamber of Commerce
- A Mayor-sponsored quarterly small business meeting to address issues and exchange ideas
- Creation of Historic Downtown and Innovation/Technology Districts
- Direct City involvement and support in the timing and relocation of several hundred vendors when the Opa-locka Flea Market was sold and the occupants given 30 days to relocate.
- Improved Building & Licenses customer service, including enhanced technology, to simplify and expedite the licensing and permitting processes required for businesses and development projects.
- Workshops to address business concerns in regard to signage and acceptable exterior paint colors.
- Senior management involvement in resolving business concerns about their relationships to the City.
- Senior management meeting with businesses to identify their needs and encourage their coming to the City.
- Codification of the Zoning Code to facilitate developer access.
- Incentives to be developed to encourage expansion of current businesses and development of new businesses, including Mixed-Use projects

Infrastructure – The City's objective is to maximize the funds available for infrastructure projects through aggressively seeking grant opportunities, prioritizing infrastructure needs, ensuring that all projects are competitively bid and effectively managed to ensure the cost-effectiveness of the expended funding, and, once completed, ensuring the infrastructure is operated and maintained to provide optimum effectiveness.

- A Capital Improvement Program is forecasted to spend \$8.8 million in FY 23 and budgeted to spend \$21.4 million in FY 24 (47% Governmental, 35% Water-Sewer and 18% Stormwater) with Cairo Lane (\$5.7 million), Helen Miller / Ingram Park Renovation (\$1.2 million), Sesame Street Bridge (\$1.2 million), completion of the Historic City Hall (\$0.9 million) and Commerce North Drainage (\$0.8 million) being among the more prominent projects.
- Reduction in the number of wastewater collection areas not authorized to allow new customer connections from six to two in FY 23 with the remaining two to be rectified in FY 24.

- In FY 24 the discrepancies identified in the recent State Municipal Separate Storm Sewer System (MS4) inspection will be rectified to enhance the effectiveness of the existing storm drainage system.
- Installation of wastewater flow meters throughout the wastewater system in FY 24 to proactively monitor sewer activity and rectify incipient signaled problems before they become major incidents.
- The City will continue to work with the County toward rectifying problems in the County sewer system which adversely impact City sewer operations.

Staff

- New Union contracts have been ratified with the City's two unions, the American Federation of State, County and Municipal Employees (AFSCME) and the Police Benevolent Association (PBA) after these contracts had expired nearly a decade or more ago.
- Employee compensation, having been stagnant for much of the past decade, has been significantly enhanced to make it more competitive, both through the new collective bargaining agreements and a consultant-prepared pay plan. This was led by PBA members who received a 26.3% increase to correct the fact that the Department had been one of the lowest compensated Police Departments in the State, creating significant recruiting and retention problems.
- A substantial increase in the professionalism of the Human Resources Department with the hiring of a highly experienced HR Director who is transforming how this department conducts business.
- Acknowledgement of the key role employees play in the City being successful with increased recognition events and increased training opportunities to allow employees to enhance their skills toward assuming greater responsibilities.
- An employee annual evaluation program, which had remained unused for many years, has been re-initiated to ensure that each employee is fully aware of how his/her performance is rated, what is necessary for improved performance when appropriate, to provide incentives for good performance and to provide an objective process when formal steps are necessary to hold employees accountable for their performance.
- Development of an employee Cultural Committee under HR leadership to identify working condition issues and to ensure effective communications between employees and management.

Conclusion

As indicated by the above summary of the City's accomplishments and objectives, the City has made excellent progress in restoring its fiscal integrity and credibility as a viable and responsible city. That said, work still remains to be done. However, thanks to the guidance and leadership of the Mayor and Commission, the City will meet all of the requirements in the next couple of years that will allow it to exit from State control and allow it to resume its role as a respected member of the Florida community of municipalities. Additionally, I would like to thank the staff for all of their hard work and thoughtfulness in moving the City forward and in developing a budget providing a very clear roadmap on what needs to be done to continue the City on its path to the conclusion of its Financial Emergency.

Respectfully,

Davine E. Williams
Interim City Manager



READER'S GUIDE

The City of Opa-locka Fiscal Year 2024 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, 2023 through September 30, 2024. 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 2024 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-Sewer, People's Transportation Plan, Stormwater CIP Fund and 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 measurements 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 2024 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
- Special Law Enforcement Fund
- Law Enforcement Training Fund

Proprietary Funds

- Water-Sewer Operating Fund
- Water-Sewer CIP Fund
- Stormwater Operating Fund
- Stormwater CIP Fund

Internal Services Funds

- IT Internal Services
- Risk Management

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, the Water-Sewer Operation and Stormwater Operation Funds 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 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 section 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 being residential properties. It's 4.5 square miles in size and assumes an irregular shape defined by the following boundaries: NW 151st Street on the north; NW 135th, NW 127th and NW 119th Streets on the south; NW 17th, NW 27th and NW 37th Avenues on the east and NW 47th Avenue on the west.

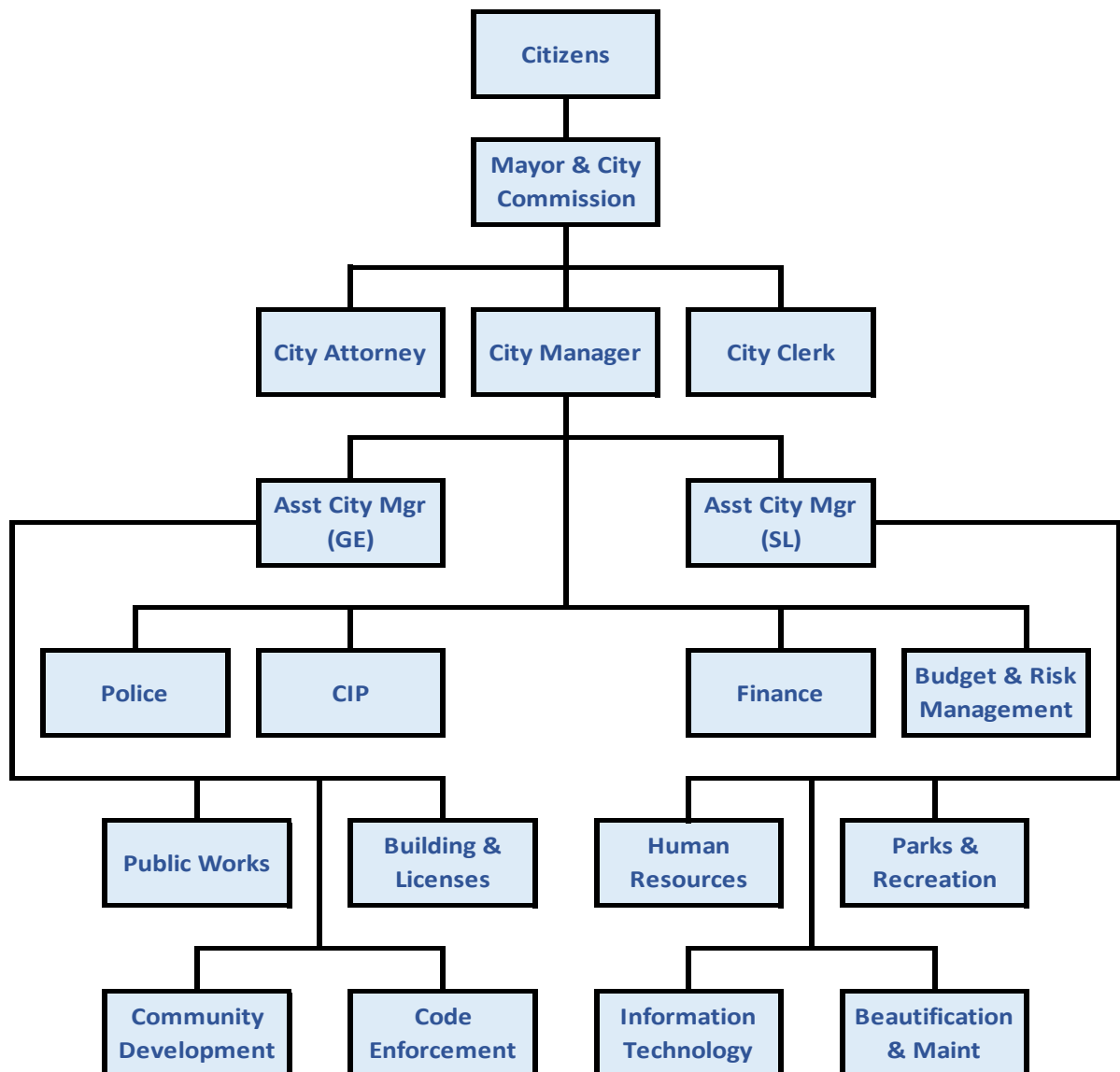
A Commission-Manager form of municipal government governs the City. The City Commission is comprised of five members, the Mayor, Vice-Mayor and three Commissioners. The City Manager, City Attorney and City Clerk are appointed by the Commission. Collectively, these three appointed officials are responsible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

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

The Opa-locka Airport is located within City limits on land owned by Miami-Dade County. The airport is managed by the County. Consequently, the airport isn't reflected in the City's budget.



City of Opa-locka
Organization Chart



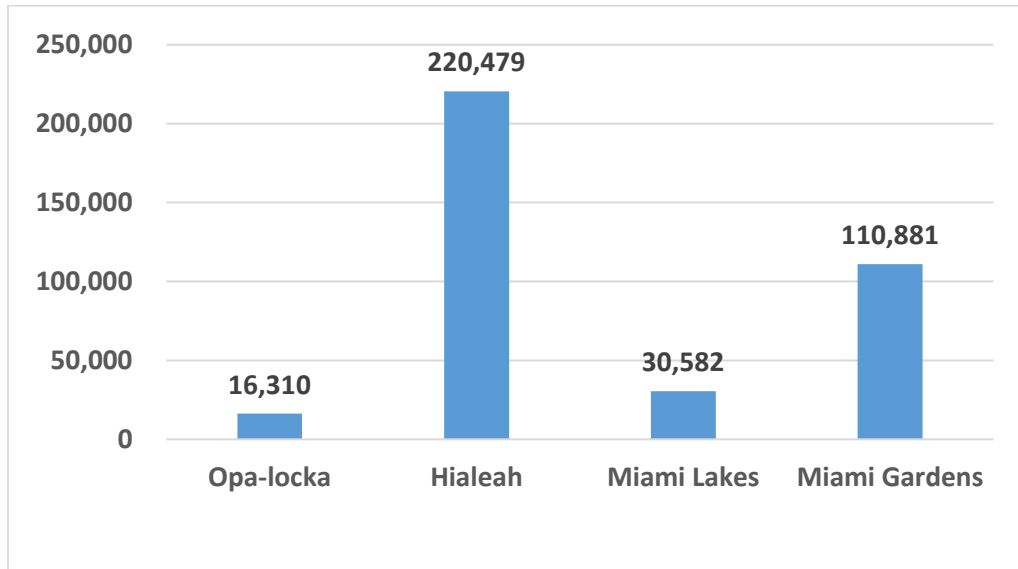


Miscellaneous Statistics

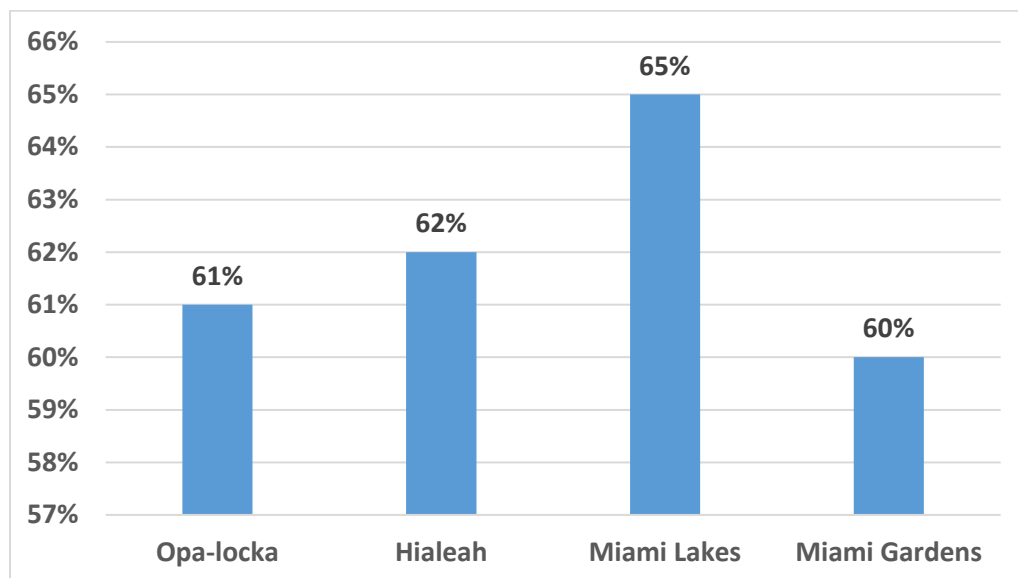
Form of Government: Commission / Manager

Year Of Incorporation: 1926

Population



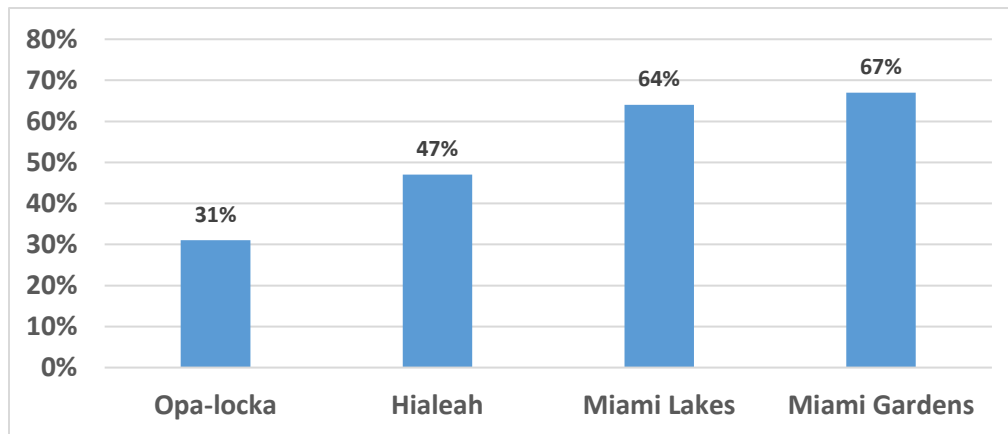
Percentage Of Population Between Ages Of 18 & 64



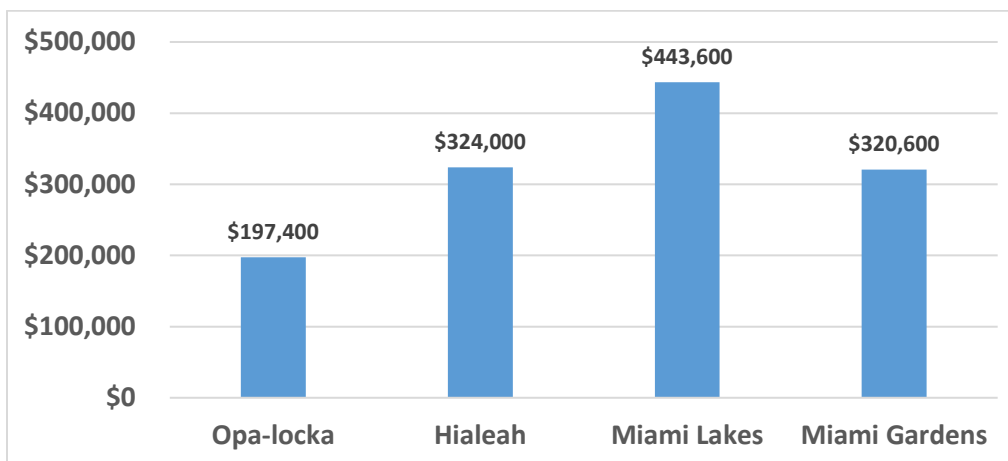


Miscellaneous Statistics – Continued

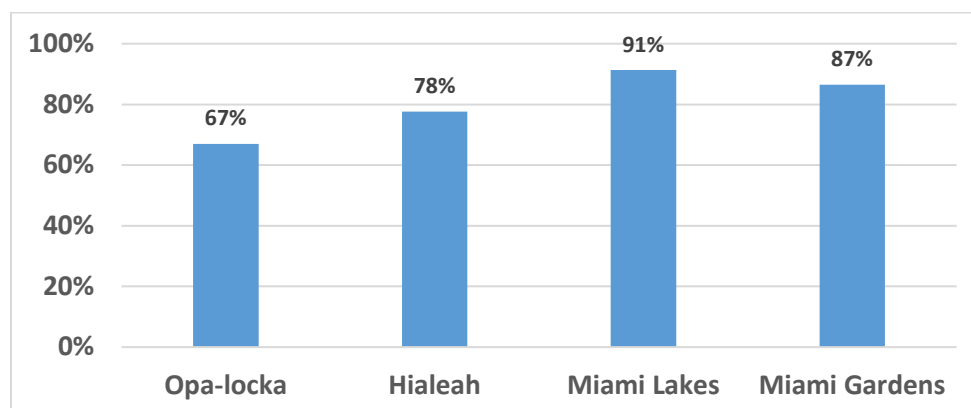
Percentage of Residences Occupied by Owner



Median Value of Owner-Occupied Residences



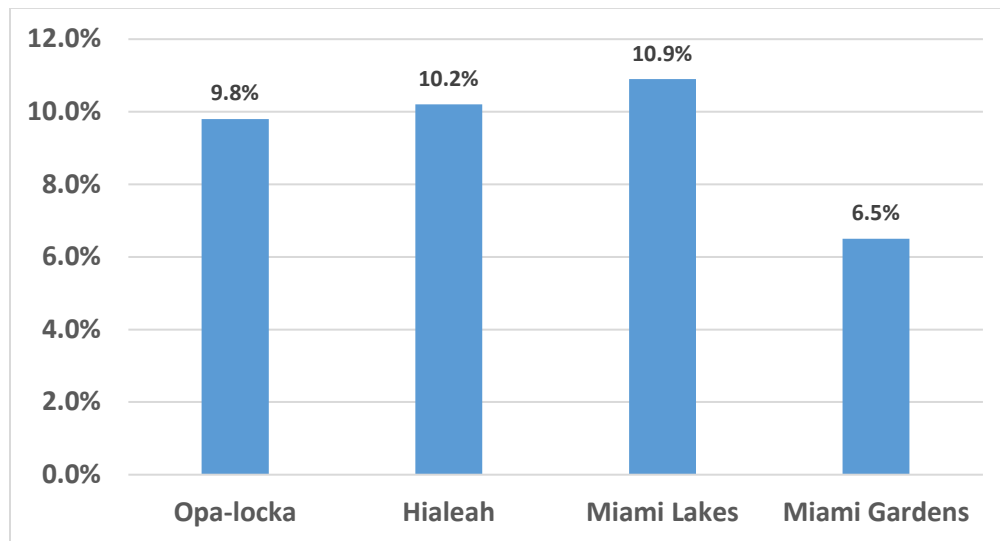
High School Graduate or higher



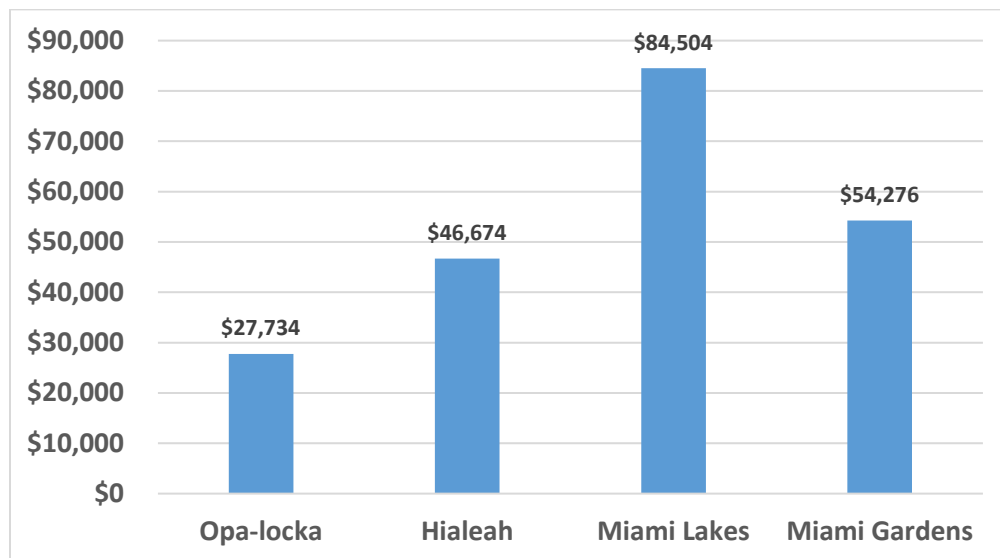


Miscellaneous Statistics – Continued

Residents that moved Since Previous Year



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 account level, with the Finance department and Budget Administrator providing support to departments in the administration of their budgets. Any change to any account is presented to the City Commission for approval by ordinance.

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 Project No. WW800050 – for \$2.375 million, bearing interest at a rate of 1.53% due in 40 semi-annual payments of \$69,620 from June 15, 2007 through December, 15, 2026, including interest, secured by a lien on Pledged Revenue as defined the State Revolving Fund loan agreement.
- (b) 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.
- (c) 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.



- (d) 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.
- (e) 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.
- (f) 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.
- (g) 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.
- (h) 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 has had discussions with the State in regards 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. On 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 from 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 in 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. Modified accrual accounting is used for budgeting for proprietary funds, but is then converted to the accrual basis of accounting in producing the annual result. 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 measurable, 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 stated in the Charter, Section 4.5 and the Code of Ordinances, Chapter 19.6. Consistent with these requirements, the City Manager prepares a proposed budget. Detailed budget requests are made by each department and approved by the City Manager.

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



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

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

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

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



11. The first public hearing on the tentative millage rate and tentative budget is conducted during the first two weeks in September. At this hearing, the City Commission adopts the millage rate and budget to be deliberated at the second public hearing.
12. The adopted tentative budget is posted on 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 with 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 requirements 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 & Licenses, Code Enforcement, Beautification and Maintenance Divisions 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 and improvement 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 four 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 to 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 and is not included in the City's budget.



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.



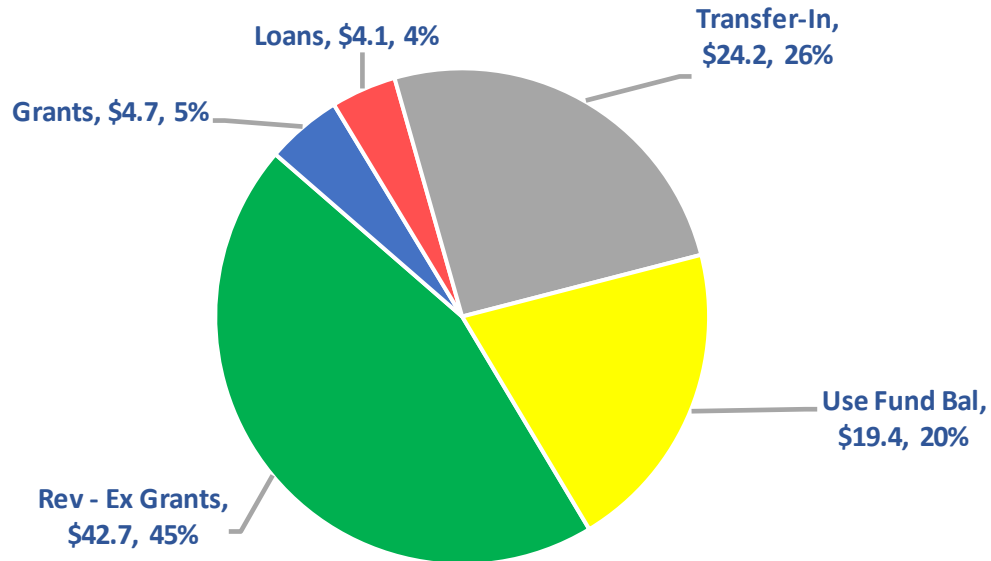
Citywide Summary



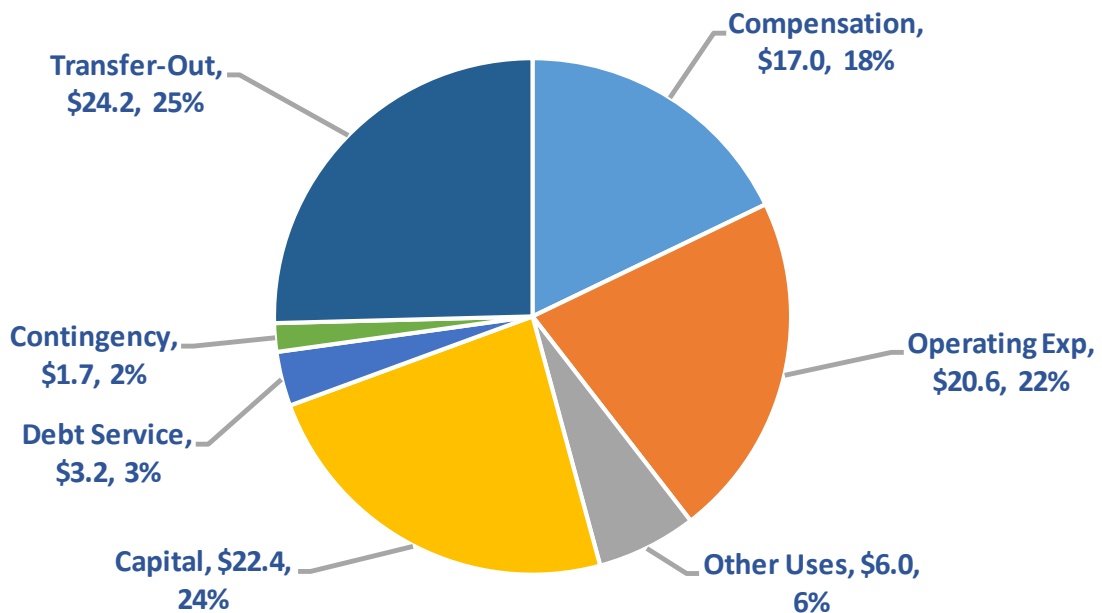


FY2024 Citywide Funding & Expense

Citywide Funding - \$95.1M

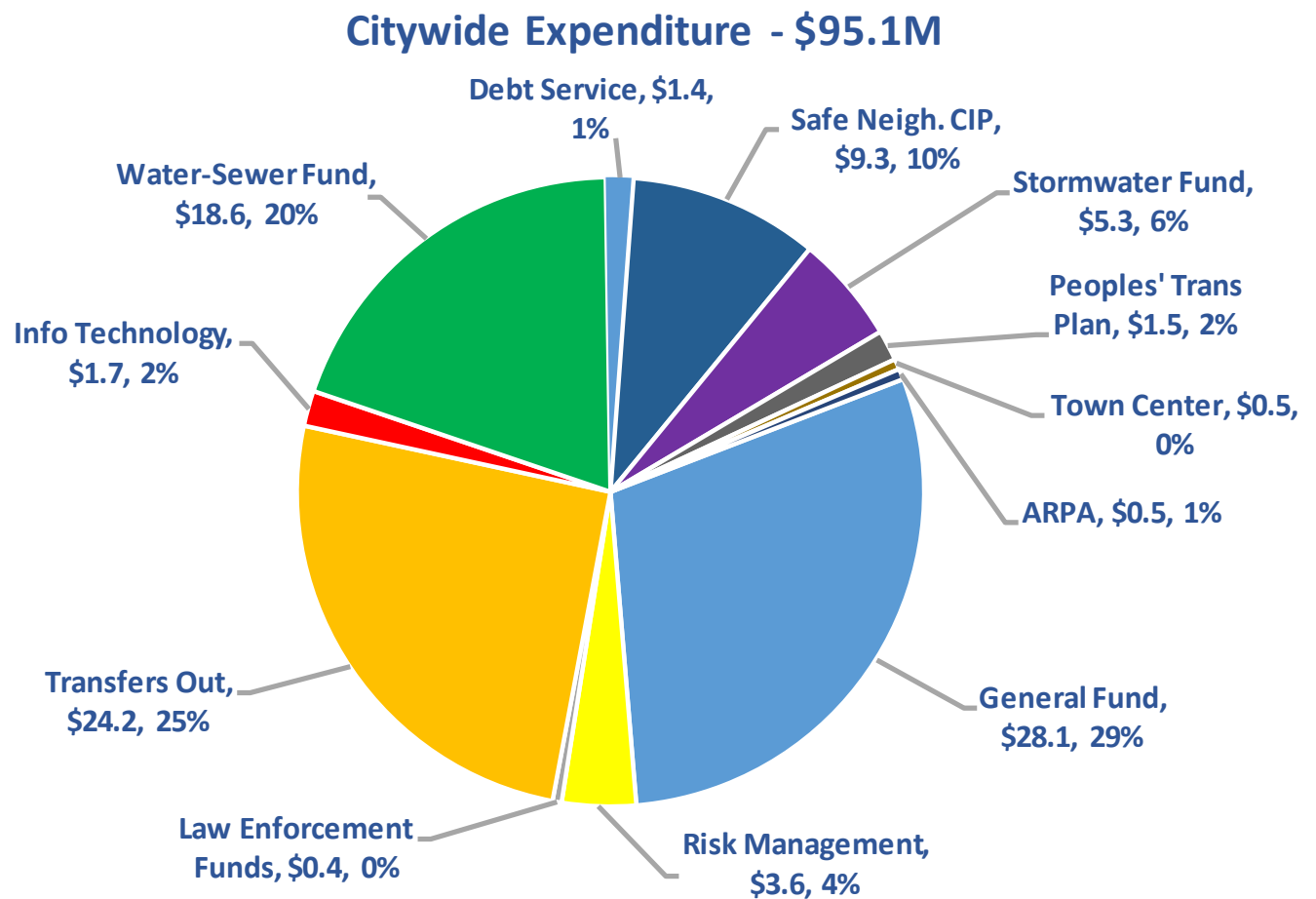


Citywide Expenditure - \$95.1M





FY 2024 Citywide Expenditure by Fund





**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Citywide - Summary

	FY 22	FY 23			FY 24	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<u>Funding</u>						
Revenue - Ex Grants	37,011,675	39,513,895	39,239,896	(273,999)	42,747,833	3,507,937
Grants	4,108,860	10,478,725	1,825,199	(8,653,526)	4,716,136	2,890,937
Total Revenue	41,120,535	49,992,620	41,065,095	(8,927,525)	47,463,969	6,398,874
Loans	-	4,112,494	353,376	(3,759,118)	4,066,224	3,712,848
Total	41,120,535	54,105,114	41,418,471	(12,686,643)	51,530,193	10,111,722
Transfers-In	10,142,920	26,189,875	16,023,263	(10,166,612)	24,160,358	8,137,095
Total Funding	51,263,455	80,294,989	57,441,733	(22,853,255)	75,690,551	18,248,817
<u>Expenditure</u>						
Salaries	7,896,167	10,673,055	9,603,152	(1,069,903)	12,082,699	2,479,547
Benefits	2,729,447	4,046,406	3,572,793	(473,613)	4,899,978	1,327,185
Total Compensation	10,625,614	14,719,461	13,175,945	(1,543,516)	16,982,677	3,806,732
Operating Expense	14,601,978	19,562,798	17,368,499	(2,194,300)	20,562,353	3,193,854
Other Uses	860,561	1,494,720	1,085,360	(409,360)	5,950,373	4,865,013
Capital	3,128,664	32,371,975	10,090,055	(22,281,920)	22,448,347	12,358,292
Debt Service	2,950,807	3,313,933	3,313,695	(238)	3,239,289	(74,406)
Contingency	700	1,345,553	626,294	(719,259)	1,700,000	1,073,706
Total Expense Ex Transfer-Out	32,168,324	72,808,440	45,659,847	(27,148,593)	70,883,038	25,223,191
Transfer Out	10,142,920	26,189,875	16,023,263	(10,166,612)	24,160,358	8,137,095
Total Expense	42,311,244	98,998,315	61,683,110	(37,315,205)	95,043,396	33,360,286
Add't To / (Use Of) Fund Balance	8,952,211	(18,703,327)	(4,241,377)	14,461,950	(19,352,846)	(15,111,469)



**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Citywide - By Fund

	FY 22	FY 23			FY 24	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<u>Revenue</u>						
General Fund	18,829,844	20,564,818	20,194,386	(370,432)	22,341,232	2,146,756
CRA Fund	419,192	-	-	-	-	-
Debt Service Fund	4,537,894	4,770,900	4,850,150	79,250	4,995,700	145,550
Safe Neighborhood CIP Funding	402,649	2,883,278	1,927,699	(955,579)	2,617,636	689,937
People's Transportation Fund	204,014	1,193,119	740,054	(453,065)	1,500,000	759,946
Town Center Fund	276,005	288,773	288,773	-	296,746	7,973
LETF Training Fund	-	1,000	2,500	-	2,500	-
Special Law Enforcement Fund	1,172	240,000	240,000	-	250,000	10,000
Total Governmental Funds	24,670,770	29,941,888	28,243,562	(1,699,826)	32,003,814	3,760,162
Water-Sewer Op Fund	10,670,809	10,788,507	10,681,663	(106,844)	11,539,655	857,992
Stormwater Op Fund	1,800,001	1,926,000	2,019,870	93,870	1,951,000	(68,870)
Water-Sewer CIP Fund	-	336,225	80,000	(256,225)	419,500	339,500
Stormwater CIP Fund	-	7,000,000	-	(7,000,000)	1,500,000	1,500,000
Total Proprietary Funds	12,470,810	20,050,732	12,781,533	(7,269,199)	15,410,155	2,628,622
ARPA	3,978,954	-	40,000	40,000	50,000	10,000
Total Revenue All Funds	41,120,535	49,992,620	41,065,095	(8,929,025)	47,463,969	6,398,784
Loans	-	4,112,494	353,376	(3,759,118)	4,066,224	3,712,848
Transfers In	10,142,920	26,189,875	16,023,263	(10,166,612)	24,160,358	8,137,095
Total Citywide Funding	51,263,455	80,294,989	57,441,733	(22,854,755)	75,690,551	18,248,727
<u>Expenditure (Ex Transfers Out)</u>						
General Fund	14,309,248	21,743,540	18,286,434	(3,469,007)	28,026,649	9,740,215
CRA Fund	129,176	-	-	-	-	-
Debt Service Fund	1,249,335	1,315,967	1,315,967	-	1,351,122	35,155
Safe Neighborhood CIP Fund	1,284,983	8,944,258	5,555,711	(3,388,547)	9,298,910	3,743,199
Peoples' Transportation Fund	643,996	1,193,119	740,054	(453,065)	1,500,000	759,946
Town Center Fund	770,492	828,593	850,100	21,507	510,695	(339,405)
LETF Training Fund	-	50,000	2,000	(48,000)	50,000	48,000
Special Law Enforcement Fund	-	66,135	203,981	137,846	394,761	190,780
Risk Internal Services Fund	2,951,079	3,579,139	3,579,102	(37)	3,624,983	45,881
IT Internal Service Fund	748,456	1,732,191	917,256	(814,935)	1,728,538	811,282
Total Governmental Funds	22,086,765	39,452,942	31,450,605	(8,014,238)	46,485,659	15,035,054
Water-Sewer Fund	8,209,650	10,160,585	9,897,415	(263,170)	11,277,115	1,379,700
Stormwater Fund	807,107	1,518,831	1,457,647	(61,184)	1,517,048	59,401
Water-Sewer CIP Fund	530,498	9,175,571	880,087	(8,295,484)	7,327,224	6,447,137
Stormwater CIP Fund	534,303	11,725,511	1,834,093	(9,891,418)	3,752,931	1,918,838
Total Proprietary Funds	10,081,559	32,580,498	14,069,242	(18,511,256)	23,874,318	9,805,075
ARPA	-	775,000	140,000	(635,000)	523,062	383,062
Total Exp - Ex Transfer Out	32,168,324	72,808,440	45,659,847	(27,160,494)	70,883,038	25,223,191
Transfers Out	10,142,920	26,189,875	16,023,263	(10,166,612)	24,160,358	8,137,095
Total Citywide Expenditure	42,311,244	98,998,315	61,683,110	(37,327,106)	95,043,396	33,360,286
Add't To / (Use Of) Fund Bal	8,952,211	(18,703,327)	(4,241,377)	14,472,351	(19,352,846)	(15,111,559)



FY 23 Capital Improvement Program Forecast

Projects	Total City	Safe Neighbor CIP	People's Trans Plan	Water-Sewer CIP	Storm Water CIP
ADA Upgrade	40,000	40,000	-	-	-
Burlington Canal - PH I	653,376	-	-	-	653,376
Cairo Lane	308,397	57,361	-	4,367	246,669
Commission Chambers Relocation	175,000	175,000	-	-	-
County Tree Program	125,000	125,000	-	-	-
Demolition	301,150	301,150	-	-	-
Fire Station/HR Bldg	40,000	40,000	-	-	-
Gateways	140,000	140,000	-	-	-
Historic City Hall	750,000	750,000	-	-	-
Manhole Rehabilitation	37,058	-	-	37,058	-
North District Water Distribution	435,598	-	-	435,598	-
NW 30 Ave & 132 Street (Answan)	350,000	-	-	-	350,000
NW 127 St Canal	88,000	-	-	-	88,000
NW 131 St	214,186	32,450	-	10,817	170,919
NW 133 St	55,006	-	2,054	43,247	9,705
NW 147 St	490,424	-	175,000	-	315,424
Parks - Fences	220,772	220,772	-	-	-
Police Station	2,130,000	2,130,000	-	-	-
Pump Station #4 Relocation	80,000	-	-	80,000	-
Pump Station #9 Rehabilitation	21,000	-	-	21,000	-
Pump Station #12 Rehabilitation	21,000	-	-	21,000	-
Pump Station #16 Rehabilitation	21,000	-	-	21,000	-
PW HQ Renovation	150,000	150,000	-	-	-
Resurfacing Improvements	669,984	326,984	343,000	-	-
Roadway Assessment Program	100,000	100,000	-	-	-
RR Crossing - Codadad Street	206,041	206,041	-	-	-
RR Crossing - Opa-locka Blvd	252,952	252,952	-	-	-
Sesame Street Bridge	50,000	50,000	-	-	-
Sidewalks	458,001	458,001	-	-	-
Smart Covers	206,000	-	-	206,000	-
Total Projects	8,789,945	5,555,711	520,054	880,087	1,834,093



FY 24 Capital Improvement Program Proposed Budget

Projects	Total City	Safe Neighbor CIP	People's Trans Plan	Water-Sewer CIP	Storm Water CIP
ADA Upgrade	200,000	200,000	-	-	-
Artscape	62,500	62,500	-	-	-
Burlington Canal - PH I	127,931	-	-	-	127,931
Cairo Lane	5,696,224	1,205,000	800,000	2,666,224	1,025,000
Code Enforcement Office	75,000	75,000	-	-	-
Commerce North	800,000	-	-	-	800,000
County Tree Program	125,000	125,000	-	-	-
Demolition	400,000	400,000	-	-	-
Fire Station/HR Bldg	451,000	451,000	-	-	-
Gateways	140,000	140,000	-	-	-
Helen Miller - Ingram Park Renovation	1,150,000	1,150,000	-	-	-
Historic City Hall	871,636	871,636	-	-	-
Municipal Complex AC	1,000,000	1,000,000	-	-	-
North District Water Distribution	400,000	-	-	400,000	-
NW 38th CT (132 - 135 St)	200,000	-	-	-	200,000
NW 127 St Canal	750,000	-	-	-	750,000
NW 131 St	749,999	112,499	-	37,500	600,000
NW 133 St	500,000	100,000	-	400,000	-
Pump Station #4 Relocation	708,275	188,775	-	519,500	-
Pump Station #9 Rehabilitation	700,000	-	-	700,000	-
Pump Station #12 Rehabilitation	750,000	-	-	750,000	-
Pump Station #16 Rehabilitation	800,000	-	-	800,000	-
Pump Station Flow Meters	900,000	-	-	900,000	-
PW HQ Renovation	150,000	150,000	-	-	-
Resiliency Study	250,000	-	-	-	250,000
Resurfacing Improvements	200,000	200,000	-	-	-
Roadway Assessment Program	125,000	125,000	-	-	-
Segal Park Improvements	50,000	50,000	-	-	-
Sesame Street Bridge	1,180,000	1,180,000	-	-	-
Sherbondy Basketball Court	50,000	50,000	-	-	-
Sidewalks	350,000	350,000	-	-	-
Smart Covers	154,000	-	-	154,000	-
Street Safety Analysis	250,000	250,000	-	-	-
Transfer Station	700,000	700,000	-	-	-
Trees (Medians & Swales)	62,500	62,500	-	-	-
Urban & Community Forestry	100,000	100,000	-	-	-
Total Projects	21,179,065	9,298,910	800,000	7,327,224	3,752,931



Staffing

	FY 23 BGT		FY 24 Prop		Incr / (Decr) FY 23 BGT	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
<u>Governmental Funds</u>						
City Manager	7.0	-	9.0	-	2.0	-
City Clerk	5.0	-	5.0	-	-	-
HR	4.0	-	4.0	-	-	-
Finance	10.0	-	11.0	-	1.0	-
CD	4.0	-	6.0	-	2.0	-
Building & License	10.0	4.0	7.0	6.0	(3.0)	2.0
Parks & Recreation	8.0	13.0	10.0	14.0	2.0	1.0
Police						
Sworn	47.0	-	50.0	-	3.0	-
Other	12.0	14.0	16.0	12.0	4.0	(2.0)
Code	7.0	-	8.0	-	1.0	-
Building & Grounds Maint	7.0	1.0	15.0	-	8.0	(1.0)
Public Works						
Admin	6.0	-	5.0	-	(1.0)	-
Streets	13.0	-	4.0	-	(9.0)	-
Vehicle Maint	3.0	-	2.0	-	(1.0)	-
Solid Waste	-	-	3.0	-	3.0	-
Total Governmental Funds	143.0	32.0	155.0	32.0	12.0	-
<u>Enterprise Funds</u>						
Utility Bill/Cust Svc	5.0	-	-	-	(5.0)	-
Meters / Line Maint	4.3	-	3.3	-	(1.0)	-
Water	4.5	-	4.8	-	0.3	-
Sewer	8.8	-	6.8	-	(2.0)	-
CIP	3.0	-	3.0	1.0	-	1.0
Stormwater	4.5	-	4.3	-	(0.3)	-
Total Enterprise Funds	30.0	0.0	22.0	1.0	-8.0	1.0
<u>Internal Service Fund</u>						
IT	3.0	-	4.0	-	1.0	-
Total Internal Service Funds	3.0	0.0	4.0	-	1.0	-
Total City	176.0	32.0	181.0	33.0	5.0	1.0
CRA	3.0	-	3.0	-	-	-

1. Open Positions As Of July 10, 2023

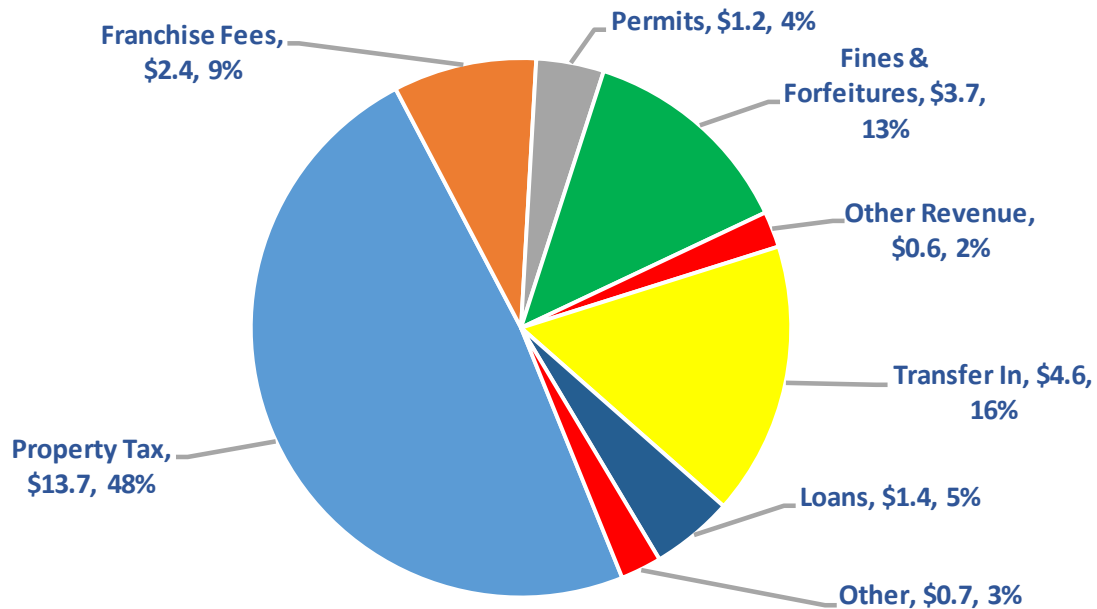
General Fund Summary



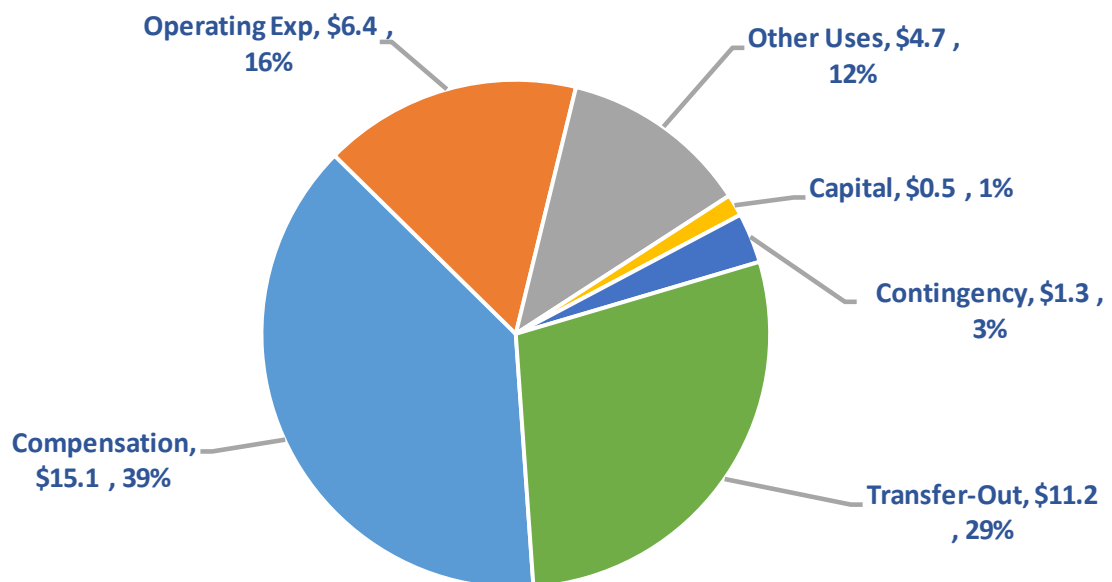


General Fund Funding & Expense

General Fund Funding Sources - \$39.2M

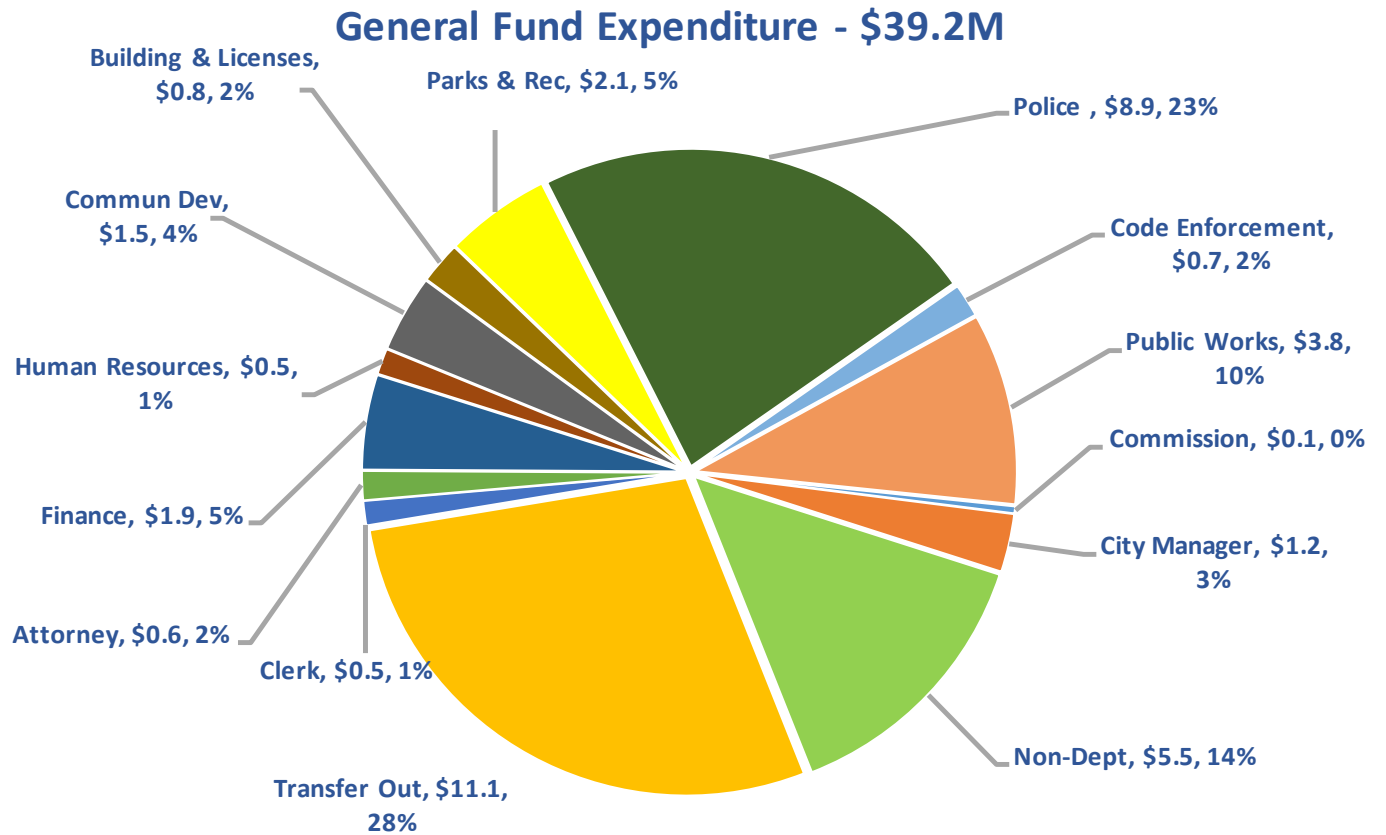


General Fund Expenditure - \$39.2M





General Fund Expenditure By Department





**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

General Fund Summary

	FY 22	FY 23			FY 24	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<u>Funding</u>						
<u>Revenue</u>						
Ad Valorem	11,175,395	12,635,220	12,395,995	(239,225)	13,749,780	1,353,785
Utility Taxes	79,645	51,500	88,000	36,500	90,640	2,640
Franchise Fees	2,184,529	2,181,840	2,366,009	184,169	2,436,989	70,980
Licenses	302,751	243,080	256,540	13,460	256,876	336
Permits	1,815,831	1,603,890	1,115,186	(488,704)	1,150,582	35,396
Charges For Services	94,086	104,730	210,771	106,041	95,023	(115,748)
Fines & Forfeitures	2,308,528	2,754,681	2,859,845	105,164	3,695,585	835,740
Other Revenue	838,750	634,877	785,540	150,664	612,666	(172,874)
Grants & Donations	30,329	355,000	113,500	(241,500)	250,000	136,500
Interest Earned	-	-	3,000	3,000	3,090	-
Total Revenue	18,829,844	20,564,818	20,194,386	(370,432)	22,341,232	2,146,756
Loans	-	-	-	-	1,400,000	1,400,000
Total Loans	-	-	-	-	1,400,000	1,400,000
Transfer In	3,971,819	4,295,437	4,289,262	(6,175)	4,644,689	355,427
Total Funding	22,801,664	24,860,255	24,483,648	(376,607)	28,385,921	3,902,182
<u>Expenditure</u>						
Salaries	7,028,387	9,482,148	8,553,166	(928,982)	10,731,660	2,178,494
Benefits	2,436,388	3,586,569	3,200,665	(385,904)	4,369,528	1,168,863
Total Compensation	9,464,775	13,068,717	11,753,831	(1,314,886)	15,101,188	3,347,357
Operating Expense	3,824,966	5,997,548	4,815,061	(1,182,487)	6,408,888	1,593,827
Other Uses	860,561	945,820	811,460	(146,261)	4,721,473	3,910,013
Capital	158,247	762,196	656,082	(106,114)	545,100	(110,982)
Contingency	700	969,259	250,000	(719,259)	1,250,000	1,000,000
Total Expense Ex Transfer Out	14,309,248	21,743,540	18,286,434	(3,469,007)	28,026,649	9,740,215
Transfer Out	4,653,446	10,631,045	8,456,065	(2,174,980)	11,169,026	2,712,961
Total Expense	18,962,694	32,374,585	26,742,499	(5,643,987)	39,195,675	12,453,176
(Use Of)/Add To Fund Balance	3,838,969	(7,514,330)	(2,258,851)	5,267,380	(10,809,754)	(8,550,994)
<u>Fund Balance - Unassigned</u>						
Beginning	13,179,036	17,018,005	17,018,005	-	14,759,155	(2,258,851)
(Use Of)/Add To Fund Balance	3,838,969	(7,514,330)	(2,258,851)	5,267,380	(10,809,754)	(8,550,994)
Ending	17,018,005	9,503,675	14,759,155	5,267,380	3,949,401	(10,809,844)



**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

General Fund - Funding

001		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Funding Summary</u>						
	<u>Revenue</u>						
	Ad Valorem	11,175,395	12,635,220	12,395,995	(239,225)	13,749,780	1,353,785
	Utility Taxes	79,645	51,500	88,000	36,500	90,640	2,640
	Franchise Fees	2,184,529	2,181,840	2,366,009	184,169	2,436,989	70,980
	Licenses	302,751	243,080	256,540	13,460	256,876	336
	Permits	1,815,831	1,603,890	1,115,186	(488,704)	1,150,582	35,396
	Charges For Services	94,086	104,730	210,771	106,041	95,023	(115,748)
	Fines & Forfeitures	2,308,528	2,754,681	2,859,845	105,164	3,695,585	835,740
	Other	838,750	634,877	785,540	150,664	612,666	(172,874)
	Grants & Donations	30,329	355,000	113,500	(241,500)	250,000	136,500
	Interest Earned	-	-	3,000	3,000	3,090	-
	Total Revenue	18,829,844	20,564,818	20,194,386	(370,432)	22,341,232	2,146,756
	Transfers-In	3,971,819	4,295,437	4,289,262	(6,175)	4,644,689	355,427
	Loans	-	-	-	-	1,400,000	1,400,000
	Total Funding	22,801,664	24,860,255	24,483,648	(376,607)	28,385,921	3,902,182
	<u>Funding Detail</u>						
311100	Ad Valorem Taxes	11,175,395	12,635,220	12,395,995	(239,225)	13,749,780	1,353,785
	<u>Utility Taxes</u>						
314400	Utility Tax - City Gas	6,812	51,500	60,000	8,500	61,800	1,800
314900	Utility Tax - Other	72,833	-	28,000	28,000	28,840	840
	Total Utility Taxes	79,645	51,500	88,000	36,500	90,640	2,640
	<u>Franchise Fees</u>						
313100	Franchise Fee - F.P.L.	1,395,473	1,287,500	1,536,927	249,427	1,583,035	46,108
313111	Franchise Fee - Great Waste	219,745	236,900	275,270	38,370	283,528	8,258
313170	Franchise Fee-Commercial Waste	559,166	618,000	545,784	(72,216)	562,158	16,374
313400	Franchise Fee - City Gas	-	28,625	1,928	(26,697)	1,986	58
313600	Franchise Fee - Bench Ads	-	-	-	-	-	-
313700	Franchise Fee - BFI	-	-	-	-	-	-
369906	Nu-Way Towing Services Inc	-	1,545	-	(1,545)	-	-
369907	Sunshine Towing Inc	4,520	3,605	3,600	(5)	3,708	108
369908	Dolphin Towing & Recovery	2,275	2,575	-	(2,575)	-	-
369909	Downtown Towing Company	3,350	3,090	2,500	(590)	2,575	75
	Total Franchise Fees	2,184,529	2,181,840	2,366,009	184,169	2,436,989	70,980
	<u>Licenses</u>						
321050	Occupation Licenses - City	232,219	180,250	210,000	29,750	216,300	6,300
321150	Occupation Licenses-Field Inspection	8,188	3,605	12,000	8,395	5,000	(7,000)
321200	Occupation Licenses-Late Penalty	23,137	27,810	5,000	(22,810)	5,150	150
322310	Contractor Licenses	7,065	5,150	5,150	-	5,305	155
335140	Mobile Home Licenses	-	-	-	-	-	-
335150	Alcoholic Beverages	9,051	12,875	11,000	(1,875)	11,330	330
338200	Occupation Licenses - County	23,091	13,390	13,390	-	13,792	402
	Total Licenses	302,751	243,080	256,540	13,460	256,876	336



**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

General Fund - Funding

001		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Permits</u>						
322110	Building Permits	1,353,103	1,236,000	676,006	(559,994)	696,286	20,280
322130	Alarm Registration Fees	175	180	180	-	186	5
322200	Electrical Permits	67,443	72,100	80,000	7,900	82,400	2,400
322300	Plumbing Permits	65,970	72,100	50,000	(22,100)	51,500	1,500
322301	Mechanical Permits	27,880	19,570	40,000	20,430	41,200	1,200
322400	Certificate Of Occupancy	10,202	11,330	5,000	(6,330)	5,150	150
322410	Certificate Of Use	168,858	123,600	120,000	(3,600)	123,600	3,600
322500	Landlord Permits	112,440	56,650	140,000	83,350	144,200	4,200
322510	Boats & Vesels Permits	-	-	2,000	2,000	4,000	2,000
322600	Special Event Permits	9,760	12,360	2,000	(10,360)	2,060	60
	Total Permits	1,815,831	1,603,890	1,115,186	(488,704)	1,150,582	35,396
	<u>Services</u>						
341200	Zoning & Subdivision Fees	46,672	28,840	25,000	(3,840)	25,750	750
341210	Impact Fees	-	-	120,871	120,871	-	(120,871)
341300	Xerox Copies	5,365	1,545	5,000	3,455	5,150	150
341400	Notary Fees	100	155	800	646	250	(550)
347210	Recreation Activity Fees	8,846	8,755	10,000	1,245	10,300	300
347230	Rental Of Park Facilities Fees	13,985	8,755	20,000	11,245	20,600	600
347250	Summer Program Receipts	-	3,090	-	(3,090)	-	-
347270	Recreation Football Program	175	258	-	(258)	-	-
354110	Code Enforcement Late Fees	6,814	4,120	10,000	5,880	10,300	300
354111	Code Enforcement Inspection Fees	4,250	3,090	7,500	4,410	7,725	225
354112	Code Enforcement Postage Fees	2,297	1,545	3,500	1,955	3,605	105
354115	Code Enforcement Landlord/Tenant	185	-	-	-	-	-
354116	Code Enforcement Release Fees	1,470	1,545	1,600	55	1,648	48
354120	Code Enforcement Board Admin Fee	678	1,545	6,500	4,955	6,695	195
369970	Qualifying Fees	3,250	41,488	-	(41,488)	3,000	3,000
	Total Charges For Services	94,086	104,730	210,771	106,041	95,023	(115,748)
	<u>Fines & Forfeitures</u>						
351100	Court Fines - County	274,507	267,996	350,000	82,004	360,500	10,500
354100	Local Ordinance Violations	233,120	72,100	462,000	389,900	475,860	13,860
354108	Code Enforce Amnesty App Fee	-	1,030	2,500	1,470	2,575	75
354109	Code Enforce Citation	-	-	5,000	5,000	5,150	150
354140	Red Light Camera Fines	1,741,826	2,350,725	1,990,345	(360,380)	2,800,000	809,655
369960	Lien Search & Release Charges	59,075	62,830	50,000	(12,830)	51,500	1,500
	Total Fines & Forfeitures	2,308,528	2,754,681	2,859,845	105,164	3,695,585	835,740



**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

General Fund - Funding

001		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Other</u>						
338110	School Crossing Guard Program	38,442	19,570	22,500	2,930	23,175	675
338400	Police Operations Share	11,107	12,360	12,360	-	12,731	371
342100	Police A/R & O/R	6,196	6,180	6,180	-	6,365	185
342120	Off-Duty Revenue	108,695	333,150	333,150	-	343,145	9,995
359120	Returned Check Penalties	130	103	200	97	206	6
362100	Lease & Rental Income	-	1,400	2,400	1,000	1,400	(1,000)
364100	Sale Of Fixed Assets	490,446	50,000	60,000	10,000	50,000	(10,000)
364120	Auction Proceeds	63,050	64,942	15,000	(49,942)	15,450	450
369200	Workers Compensation	-	-	-	-	-	-
369900	Other Miscellaneous Revenue	75,400	61,800	250,000	188,200	50,000	(200,000)
364110	Lost Fixed Assets Insurance Reimbursement	-	-	250	250	258	8
369940	Cost Reimbursements	-	2,060	-	(2,060)	-	-
369942	Insurance Reimburesments	-	35,000	35,000	-	60,000	25,000
369950	Witness Fees	76	103	-	(103)	-	-
371008	Teen Upward Bound (Rent)	44,608	47,900	47,900	-	49,337	1,437
381500	County Financing	-	-	-	-	-	-
381601	Lobbyist Registration Fee	600	309	600	291	600	-
	Total Other	838,750	634,877	785,540	150,664	612,666	(172,874)
	<u>Grants & Donations</u>						
331511	Fed CARES Act - COVID-19	23,026	-	-	-	-	-
334700	Grants	-	303,500	113,500	(190,000)	250,000	136,500
334723	County Tree (GREEN) Grant	-	50,000	-	(50,000)	-	-
334750	Grant - DOJ	-	-	-	-	-	-
347900	Donation	3	-	-	-	-	-
366915	Special Events Donations	6,300	1,500	-	(1,500)	-	-
366999	Other Contributions & Donations	1,000	-	-	-	-	-
	Total Grants & Donations	30,329	355,000	113,500	(241,500)	250,000	136,500
361100	Interest Earned	-	-	3,000	3,000	3,090	-
	Total Revenue	18,829,844	20,564,818	20,194,386	(370,432)	22,341,232	2,146,756
399010	Loan	-	-	-	-	1,400,000	1,400,000
	Total Loan	-	-	-	-	1,400,000	1,400,000
	<u>Transfer In</u>						
383031	Vehicle Maint Fees	136,792	174,968	150,749	(24,219)	161,836	11,087
381440	Admin Reimburse - Water & Sewer	403,932	500,300	450,697	(49,603)	504,530	53,833
389050	Admin Reimburse - Stormwater	73,725	91,314	82,261	(9,053)	114,360	32,099
389061	Admin Reimburse - T.C.O. Electric	-	-	-	-	-	-
389062	Admin Reimburse - Town Center	20,768	25,722	23,172	(2,550)	-	(23,172)
389063	Admin Reimburse - CRA	-	-	-	-	-	-
381105	Transfer In - ARPA	-	-	-	-	75,000	75,000
381230	Transfer In - CIP Debt Service	3,336,603	3,503,133	3,582,383	79,250	3,788,963	206,580
	Total Transfer-In	3,971,819	4,295,437	4,289,262	(6,175)	4,644,689	355,427
	Total Funding	22,801,664	24,860,255	24,483,648	(376,607)	28,385,921	3,902,182



General Fund Expenditure

	FY 22	FY 23			FY 24	
Account Title	Actual (Uaudited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries	7,028,387	9,482,148	8,553,166	(928,982)	10,731,660	2,178,494
Benefits	2,436,388	3,586,569	3,200,665	(385,904)	4,369,528	1,168,863
Total Compensation	9,464,775	13,068,717	11,753,831	(1,314,886)	15,101,188	3,347,357
Operating Expense	3,824,966	5,997,548	4,815,061	(1,182,487)	6,408,888	1,593,827
Other Uses	860,561	945,820	811,460	(146,261)	4,721,473	3,910,013
Capital	158,247	762,196	656,082	(106,114)	545,100	(110,982)
Contingency	700	969,259	250,000	(719,259)	1,250,000	1,000,000
Total Expense Ex Transfer Out	14,309,248	21,743,540	18,286,434	(3,469,007)	28,026,649	9,740,215
Transfer Out	4,653,446	10,631,045	8,456,065	(2,174,980)	11,169,026	2,712,961
Total Expense	18,962,694	32,374,585	26,742,499	(5,643,987)	39,195,675	12,453,176
Expense (By Division)						
Commission	65,371	179,478	160,035	(19,443)	107,535	(52,500)
City Manager	713,800	875,771	868,992	(6,779)	1,154,740	285,748
Non-Department	5,872,648	13,095,810	10,072,240	(3,035,471)	16,662,964	6,590,725
Clerk	302,910	488,028	359,163	(128,865)	487,282	128,120
Attorney	867,577	582,000	582,000	-	581,500	(500)
Finance	773,361	1,207,364	1,164,344	(43,020)	1,889,999	725,655
Human Resources	350,602	364,588	294,936	(69,652)	514,799	219,863
Planning & Community Dev	276,655	621,461	537,593	(83,868)	1,532,261	994,668
Building & Licenses	517,868	717,238	600,442	(116,796)	834,505	234,063
Parks & Recreation	767,828	1,444,653	1,170,807	(273,846)	2,086,256	915,449
Police	5,696,882	8,127,499	7,077,123	(1,050,376)	8,863,023	1,785,900
Code Enforcement	243,895	539,988	528,860	(11,128)	663,789	134,929
PW - Admin	414,664	566,556	448,335	(118,221)	553,815	105,480
PW - Bldg Maintenance	392,857	1,060,473	1,261,821	201,348	1,732,883	471,062
PW - Streets	937,575	1,607,656	787,097	(820,559)	579,726	(207,371)
PW - Trash	105,289	81,400	98,158	16,758	166,316	68,158
PW - Vehicle Maintenance	662,913	814,622	730,554	(84,068)	784,282	53,728
Contingency	-	-	-	-	-	-
Transfer-Out	-	-	-	-	-	-
Total Expense	18,962,694	32,374,585	26,742,499	(5,643,987)	39,195,675	12,453,176

General Fund Divisions



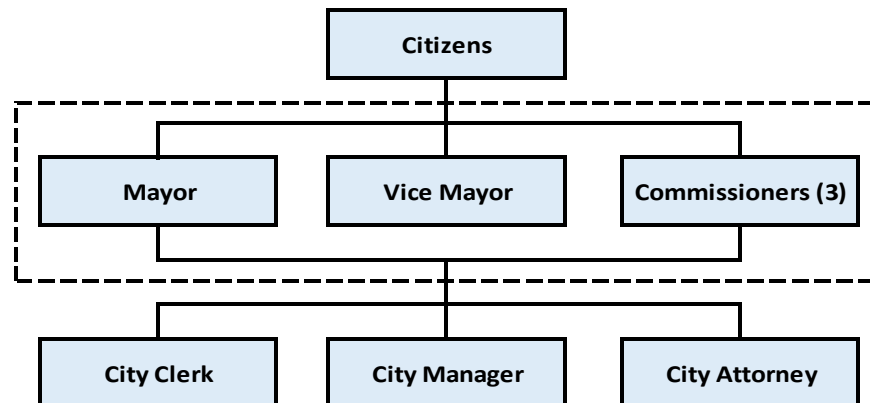
City Commission



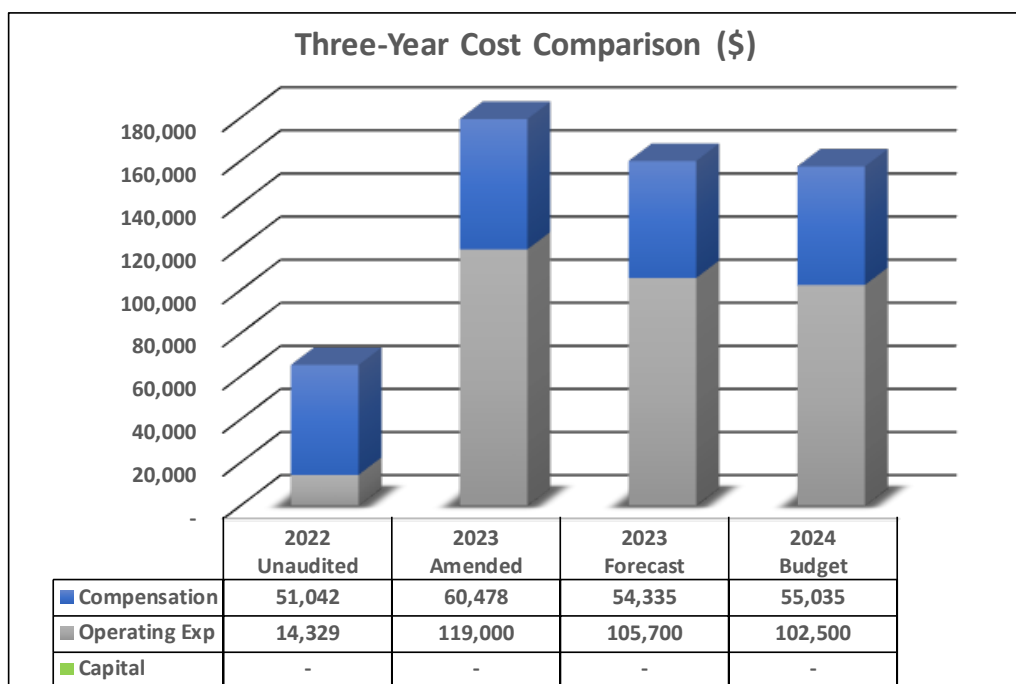


CITY COMMISSION

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 2024
ANNUAL PROPOSED OPERATING BUDGET**

Commission

10		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
511110	Salaries - Executive	34,444	35,000	33,000	(2,000)	33,090	90
	Total Salaries	34,444	35,000	33,000	(2,000)	33,090	90
	<u>Benefits</u>						
511210	FICA	2,635	3,038	2,525	(513)	2,530	5
511220	Retirement	13,962	22,440	18,810	(3,630)	19,415	605
511230	Life And Health Insurance	-	-	-	-	-	-
	Total Benefits	16,598	25,478	21,335	(4,143)	21,945	610
	Total Compensation	51,042	60,478	54,335	(6,143)	55,035	700
	<u>Operating Expense</u>						
511306	Monthly Allowance - Mayor	543	2,400	2,400	-	2,400	-
511307	Monthly Allowance - Commission	2,195	9,600	9,600	-	9,600	-
511400	Travel	3,708	10,000	6,500	(3,500)	5,000	(1,500)
511482	State Of The City	118	8,000	5,200	(2,800)	10,000	4,800
511493	General Expenses	1,031	3,500	3,500	-	3,500	-
511510	Office Supplies	1,098	3,000	3,000	-	3,000	-
511520	Operating Supplies	-	-	-	-	-	-
511521	Clothing / Uniforms	192	2,000	2,000	-	2,000	-
512523	Special Supplies	-	5,000	2,500	(2,500)	5,000	2,500
511540	Memberships	1,080	4,000	4,000	-	2,500	(1,500)
511542	Employee Training	1,364	4,000	1,500	(2,500)	500	(1,000)
511545	Scholarship	3,000	5,000	5,000	-	5,000	-
515547	Conferences & Meetings	-	4,000	2,000	(2,000)	4,000	2,000
572403	Special Events	-	58,500	58,500	-	-	(58,500)
	Total Operating Expense	14,329	119,000	105,700	(13,300)	52,500	(53,200)
	Total Capital	-	-	-	-	-	-
	Total Expense	65,371	179,478	160,035	(19,443)	107,535	(52,500)



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 each 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 and DC for elected officials, training sites, conferences and elsewhere as appropriate	5,000
State of the City	Annual presentation to the public in regard to City progress and future goals. Rented equipment, public relations and refreshments for the public	10,000
General Expenses	Miscellaneous unanticipated requirements	3,500
Office Supplies	Miscellaneous office materials supporting Commission requirements	3,000
Clothing / Uniforms	Miscellaneous branded clothing, primarily shirts, worn when representing the City	2,000
Special Supplies	Miscellaneous for Commission presentations, awards, proclamations and related events	5,000
Memberships	Elected official organization memberships	2,500
Employee Training	Florida League of Cities / Other Commission training	500
Scholarships	Up to five \$1,000 grants to assist community students with post-secondary education	5,000
Conferences & Meetings	Fees for conferences and other meetings	4,000

City Manager



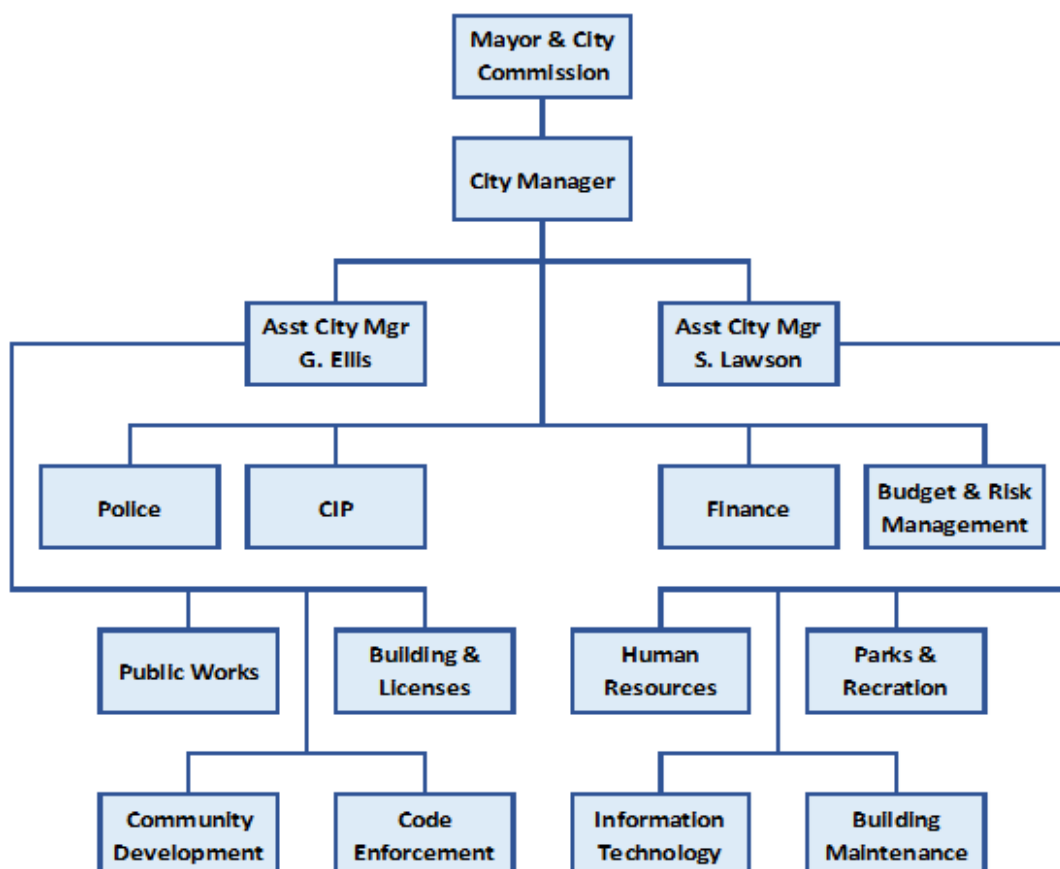


CITY MANAGER

Mission - The City Manager, as the administrative head of the City Government, provides the primary source of leadership and is responsible for the efficiency and effectiveness 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 resolutions 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 the by the City Commission.

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

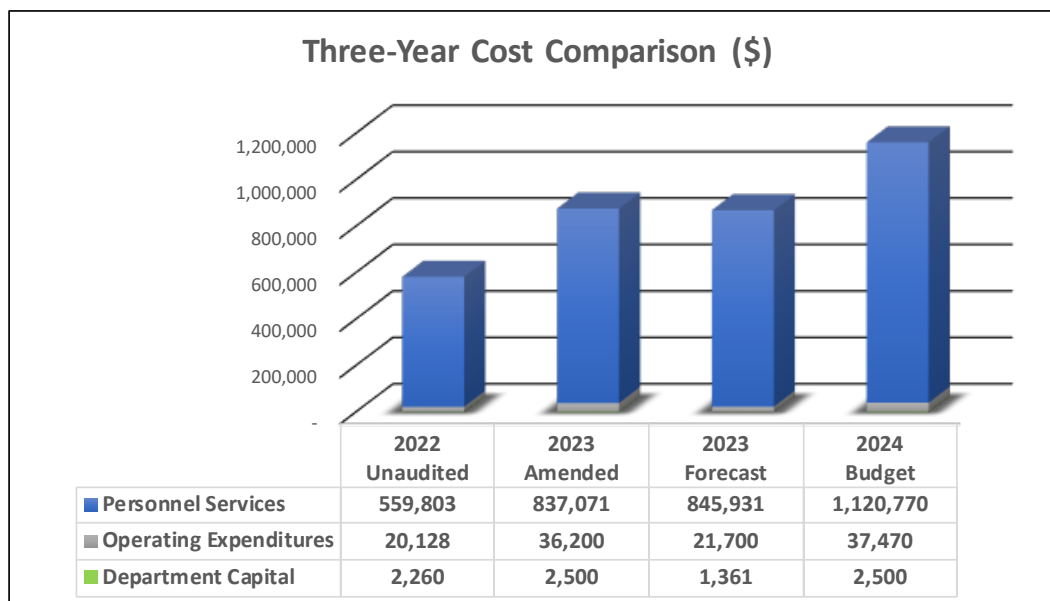




Goal - Provide leadership to and develop a high performance City staff able to provide thoughtful, well-reasoned recommendations to the City Commission and to carry out the Commission's policies and direction in an effective and efficient manner to achieve Commission goals.

Budget Summary –

Position Summary - City Manager's Office						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
City Manager	1	-	1	-	1	-
Assistant City Manager	1	-	2	-	2	-
Executive Secretary	-	1	1	-	1	-
Receptionist	1	-	1	-	-	-
Budget Administrator	1	-	1	-	1	-
Purchasing Officer	1	-	-	-	-	-
Chief of Staff	-	-	-	-	-	-
Special Assistant to City Manger	-	1	-	1	-	-
Legislative Aide / Assistant	1	-	-	-	1	-
Internal Auditor	-	-	1	-	-	-
Admin Assistant	-	-	-	-	1	-
Senior Budget Analyst	-	-	-	-	1	-
PR / Events Coordinator	-	-	-	-	1	-
Total	6	2	7	1	9	0
Full Time Equivalent	6	1.0	7	0.5	9	0.0





City Manager

12		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
512110	Salaries - Executive	317,577	394,558	391,133	(3,425)	435,626	44,493
512120	Salaries - Regular	204,889	242,173	247,977	5,804	399,894	151,917
512140	Salaries - Overtime	56	200	200	-	200	-
	Total Salaries	522,522	636,931	639,310	2,379	835,720	196,410
	<u>Benefits</u>						
512210	FICA	37,280	47,558	48,315	757	61,053	12,738
512220	Retirement	84,542	103,995	108,510	4,515	155,629	47,119
512230	Life And Health Insurance	47,067	48,587	49,796	1,209	68,368	18,572
	Total Benefits	168,890	200,140	206,621	6,481	285,050	78,429
	Total Compensation	691,412	837,071	845,931	8,860	1,120,770	274,839
	<u>Operating Expense</u>						
512340	Other Contract Services	4,656	5,000	2,500	(2,500)	5,000	2,500
512400	Travel & Per Diem	-	6,500	4,000	(2,500)	4,000	-
512420	Postage & Freight	178	700	700	-	750	50
512493	General Expense	1,915	5,000	2,500	(2,500)	2,000	(500)
512510	Office Supplies	3,585	4,000	4,000	-	4,000	-
512528	Conference & Meetings	-	2,000	500	(1,500)	2,720	2,220
519540	Memberships	7,740	8,000	5,500	(2,500)	8,000	2,500
512541	Educational Costs	2,055	5,000	2,000	(3,000)	5,000	3,000
	Total Operating Expense	20,128	36,200	21,700	(14,500)	31,470	9,770
	<u>Capital</u>						
512642	Furniture & Fixtures	-	2,500	1,361	(1,139)	2,500	1,139
512646	Computer	2,260	-	-	-	-	-
	Total Capital	2,260	2,500	1,361	(1,139)	2,500	1,139
	Total Expense	713,800	875,771	868,992	(6,779)	1,154,740	285,748



City Manager - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Travel & Per Diem	Travel to Tallahassee, training sites, professional conferences and elsewhere as appropriate	4,000
Other Contracted Services	Miscellaneous Services	5,000
Postage & Freight	Miscellaneous	750
General Expense	Miscellaneous unanticipated expenditures	2,000
Office Supplies	Miscellaneous	4,000
Memberships	Miami-Dade League of Cities	2,000
	Miami-Dade City & County Management	300
	International Association of Administrative Professionals	200
	Florida League of Cities	2,500
	International City/County Management Association	1,500
	Florida City & County Management Association	500
	Other	1,000
	Total	8,000
Education	Professional Development – City Manager Office staff	5,000
Conferences & Meetings	Miami-Dade Monthly Meetings and Others	2,720
Furniture	City Manager Office staff requirements, Office Chairs	2,500

General Fund Non-Department





GENERAL FUND – NON-DEPARTMENT

Mission – This division is an administrative division used to record charges which are across all General Fund divisions. Charges include public information services, rental storage space for City records, General Fund employees receiving payment for accumulated earned leave time when departing City employment, 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 no operational responsibilities

Current Year Accomplishments – N/A – This is an administrative division with no operational responsibilities

FY 24 Objectives – N/A – This is an administrative division with no operational responsibilities

Measurements – N/A – This is an administrative division with no operational responsibilities





**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Non-Department

19		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Operating Expense</u>						
519312	Other Professional Services	148,011	384,000	350,968	(33,032)	580,000	229,032
519340	Other Contracted Services	-	25,000	10,399	(14,601)	173,000	162,601
572403	Special Events	-	-	30,000	30,000	-	(30,000)
519430	Electric Gas Water	134,245	124,297	126,510	2,213	130,305	3,795
519440	Rentals & Leases	40,822	44,188	44,838	650	42,333	(2,505)
515491	Other Advertising	17,359	30,300	22,000	(8,300)	25,000	3,000
519493	General Expenses	17,503	31,901	20,000	(11,901)	25,000	5,000
	Total Operating Expense	357,940	639,686	604,715	(34,971)	975,638	370,923
	<u>Other Uses</u>						
581922	Employee Leave Payout - Wages	402,510	200,000	200,000	-	200,000	-
581928	Employee Leave Payout - FICA/Med	30,674	20,000	20,000	-	20,000	-
581929	Employee Leave Payout - Retire	-	26,200	26,200	-	26,200	-
514380	Legal Settlements	-	-	-	-	3,000,000	3,000,000
512497	Red Light Camera Service (ATS)	410,365	546,284	453,160	(93,124)	-	(453,160)
519801	Grant - Relocation Assistance	-	40,000	40,000	(11,901)	-	(40,000)
519997	Tax Payments	17,012	23,336	22,100	(1,236)	22,100	-
	Total Other Uses	860,561	855,820	761,460	(106,261)	3,268,300	2,506,840
	<u>Contingency</u>						
519390	Contingency	700	969,259	250,000	(719,259)	1,250,000	1,000,000
	Total Contingency	700	969,259	250,000	(719,259)	1,250,000	1,000,000
	Total Expense Ex Transfer Out	1,219,201	2,464,765	1,616,175	(860,491)	5,493,938	3,877,763
	<u>Transfer Out</u>						
519441	Information Tech Charges	636,715	1,490,375	789,206	(701,169)	1,487,232	698,026
519442	Risk Management Charges	2,411,989	2,917,326	2,910,943	(6,383)	2,699,840	(211,104)
581320	Transfer Out - Safe Neigh CIP	979,336	5,435,980	3,806,347	(1,629,633)	6,056,274	2,249,927
581925	Transfer Out - Water-Sewer Fund	-	47,141	183,266	136,125	163,508	(19,758)
581926	Transfer Out - Town Center	577,362	692,023	718,103	26,080	617,787	(100,316)
581927	Transfer Out - Debt Service Fund	48,044	48,200	48,200	-	144,385	96,185
581yyy	Loan To Water-Sewer Fund	-	-	-	-	-	-
	Total Transfer Out	4,653,446	10,631,045	8,456,065	(2,174,980)	11,169,026	2,712,961
	Total Expense	5,872,648	13,095,810	10,072,240	(3,035,471)	16,662,964	6,590,725



Non-Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Public Information Services	200,000
	Grant Writing Services	50,000
	Internal Audit Services	40,000
	Lobbying Services	100,000
	Photography	5,000
	Annexation Consultant	24,000
	Federal Grant Consultant	96,000
	Annexation	25,000
	Promotional Material	25,000
	Details N/A	15,000
Total		580,000
Other Contract Services	Mail-Out Service	10,000
	Citywide Document Imaging	150,000
	Misc. Services	13,000
	Total	173,000
Electric, Gas & Water	Electricity – Total City electricity usage other than streetlights and wastewater pump stations and Town Center	103,406
	Water – Total City water usage other than Town Center	25,869
	Other	1,030
	Total	130,305
Rentals & Leases	Copier	3,888
	Storage Units	38,445
	Total	42,333
Other Advertising	RFP Advertising	25,000
General Expense	Miscellaneous unanticipated expenditures	25,000
Sick / Annual Leave Reserve (Wages, FICA/Med & Retirement)	Pay-Out for unused leave time when departing City employment	246,200
Legal Settlement	Contingency for Solid Waste Legal Settlement	3,000,000
Tax Payments	Fire Hydrant Assessment Fees on City property	1,100
	Stormwater assessment on City property	21,000
	Total	22,100
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.	1,487,232
Risk Management Charges	General Fund payment to the Risk Management Internal Services fund for services provided.	2,699,840
Transfer To Safe Neighborhood CIP	To fund CIP projects in Safe Neighborhood CIP Fund	6,056,274
Transfer To Water-Sewer Fund	To pay for CIP Management Services located in Water-Sewer Fund	163,508
Transfer To Town Center	Occupancy charges for use of Town Center	617,787
To Debt Service Fund	To pay for General Fund's share of debt owed to Miami-Dade County	144,385

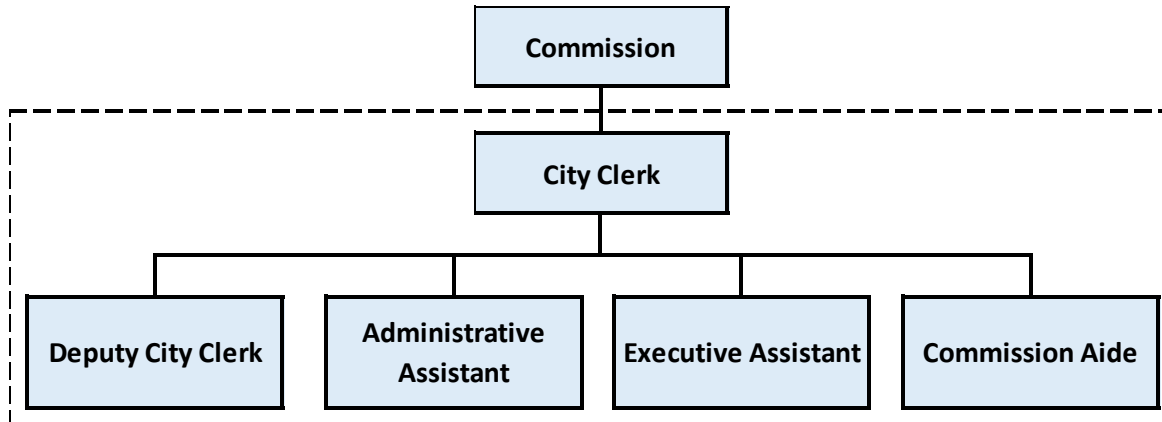
City Clerk





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.



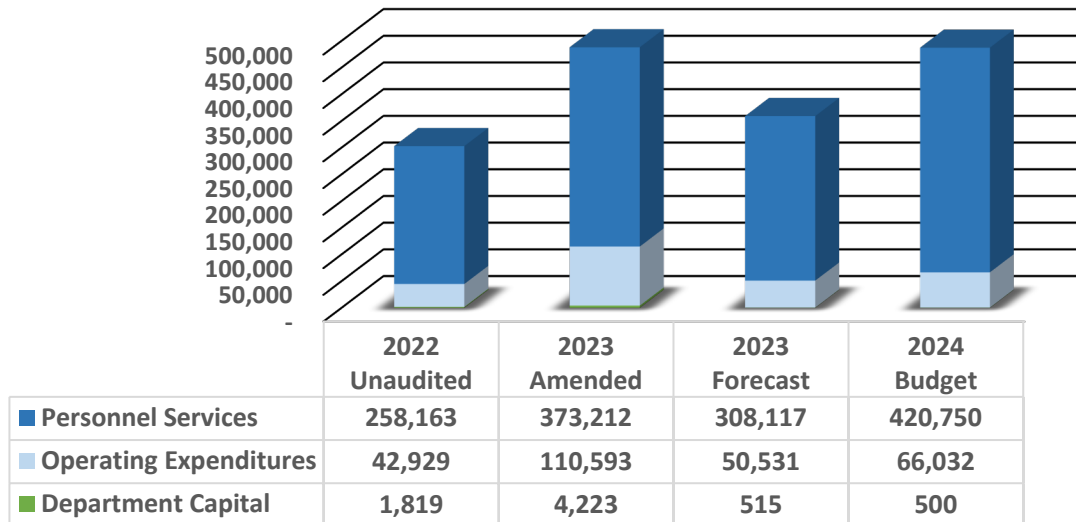
Goal – Provide accurate information and maximize access to municipal government.

Budget Summary –

Position Summary City Clerk						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
City Clerk	1	-	1	-	1	-
Deputy City Clerk	-	-	1	-	1	-
Executive Assistant	1	-	1	-	1	-
Admin Assistant	-	-	1	-	1	-
Commission Aide	-	-	1	-	1	-
Legislative Aide	1	-	-	-	-	-
Total	3	0	5	0	5	0
Full Time Equivalent	3	0	5	0	5	0



Three-Year Cost Comparison (\$)



Current Year Accomplishments-

- Completed the City Clerk's first election cycle with the full implementation of online campaign finance reporting for the November 2022 election.
- Assisted in the transition of the City Commission Chamber location from Sherbondy Village Auditorium to the Opa-locka Municipal Complex, to ensure that the change was as smooth as possible for the Elected Officials, Board Members, and City Staff.
- Completed digital conversion of City Commission Agendas by providing Elected Officials and Board Members access to a digital Board Portal, where the Agendas for all City Meetings can be accessed and annotated.
- Coordinated the timeline, creation of documents and provision of resources needed for the City Commission's national search for a permanent City Manager.
- Implemented the inclusion of City Boards within the City's agenda management platform Civic Clerk, including the training of all Board Clerks, allowing members of the public to have easier access to all agendas and public meeting documentation.
- Completed training for all City Staff on the JustFOIA Public Records Request management platform, to refresh City Staff on the process used to respond to all public records requests.
- Implemented the use of a digital clock that is visible to the public, to keep track of the time allotted to each speaker during the Citizens Forum and Public Input sections of City meetings.
- Maintained and enhanced the City Clerk's webpage with the most updated information in addition to further 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
- Coordinated trainings from the Miami-Dade Commission on Ethics and Public Trust for all City Board Members.
- Ensured that all Elected Officials and Board Members completed all financial disclosures as required by Florida law.
- Efficiently prepared all public meeting agendas and minutes, including the legal advertising
- Coordinated/attended 37+ commission meetings, workshops, and special meetings
- Prepared and administered the department budget

FY 24 Objectives-

- Fully implement the City's Public Records Management Policy through the execution of an RFQ for a vendor who can assist the City with the management of all its public records.
- Continue providing access to the City's official records and legislative documents through as many different mediums as possible.
- Continue seeking 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.
- Copy legislative documents from Laserfiche into Civic Clerk, to simplify the public's access to the records.

FY 24 Measurements-

- Begin the Public Records Management evaluation process for public records being stored by the City, to ensure that all records are properly accounted for and are either archived or destroyed per Florida law. Target = 25%
- 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 business days of final Commission action and State approval – Target = 100%
- Copy legislative documents available on Laserfiche from prior to 2020 to Civic Clerk – Target = 100%

FY 23 Objective Results-

- 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.
 - **ACCOMPLISHED:** *The 2022 General Election was certified by the Miami-Dade Elections Department.*



- Continue providing access to the City's official records and legislative documents through as many different mediums as possible.
 - **ACCOMPLISHED:** *City Clerk Staff worked with the City's Public Relations Firm, Roar Media, to design and publish documents and graphics that helped inform the public of City meetings and events through the City's website and social media platforms, including the official launch of the City's Twitter and Instagram pages, in addition to the City's Facebook page that had already been previously used to communicate with the public.*
- Find new ways to utilize technology and best business practices to provide effective and efficient service to the public and the Commission.
 - **ACCOMPLISHED:** *City Clerk's Staff implemented a digital sign-in sheet for participants of all City events, allowing members of the public to provide their contact information so that the City can keep them informed of future City meetings and events.*
- Explore further expansion of services and options available to the public through the City Clerk's webpage.
 - **ACCOMPLISHED:** *City Clerk's Staff worked to update the layout of the City Meetings and Agendas page, making it easier for the public to navigate to find the meeting documentation for a specific date, and also simplifying the process to register for updates on future meetings and agendas.*

FY 23 Measurement – Results

- Ensure that all election information is publicly posted in a quick and accurate manner.
 - **TARGET MET**
- Meeting minutes available to the public on the City's website within 30 days from the conclusion of the meeting – Target = 100%
 - **TARGET MET**
- 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 2024
ANNUAL OPERATING BUDGET**

City Clerk

16		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
512110	Salaries - Executive	86,635	95,469	94,976	(493)	96,189	1,213
512120	Salaries - Regular	90,353	161,639	116,947	(44,692)	188,062	71,115
512130	Salaries - Part Time	128	500	-	(500)	500	500
	Total Salaries	177,116	257,608	211,923	(45,685)	284,751	72,828
	<u>Benefits</u>						
512210	FICA	13,229	20,160	16,213	(3,947)	21,785	5,572
512220	Retirement	45,958	54,920	51,563	(3,357)	66,442	14,879
512230	Life And Health Insurance	21,860	40,524	28,418	(12,106)	47,772	19,354
	Total Benefits	81,047	115,604	96,194	(19,410)	135,999	39,805
	Total Compensation	258,163	373,212	308,117	(65,095)	420,750	112,633
	<u>Operating Expense</u>						
512312	Other Professional Services	4,091	31,180	20,355	(10,825)	23,850	3,495
512340	Other Contracted Services	10,866	20,000	1,500	(18,500)	3,500	2,000
512400	Travel & Per Diem	1,528	2,060	1,049	(1,011)	3,000	1,951
512420	Postage & Freight	134	406	306	(100)	400	94
512440	Rentals & Leases	6,811	9,708	9,032	(676)	9,292	260
511470	Printing & Binding	-	-	-	-	1,000	1,000
512490	Legal Advertising	10,020	36,050	12,000	(24,050)	15,000	3,000
512493	General Expense	-	2,060	2,000	(60)	2,000	-
512510	Office Supplies	2,710	4,120	2,500	(1,620)	4,000	1,500
521521	Clothing & Uniform Expense	-	800	800	-	500	(300)
512528	Software Licensing	5,569	-	-	-	-	-
512540	Memberships	325	870	614	(256)	890	277
512541	Education	875	1,339	375	(964)	1,300	925
515547	Conferences & Meetings	-	2,000	-	(2,000)	1,300	1,300
	Total Operating Expense	42,929	110,593	50,531	(60,062)	66,032	15,502
	<u>Capital</u>						
512642	Furniture & Fixtures	-	515	515	-	500	(15)
512646	Computer Equipment	1,819	3,708	-	(3,708)	-	-
	Total Capital	1,819	4,223	515	(3,708)	500	(15)
	Total Expense	302,910	488,028	359,163	(128,865)	487,282	128,120



City Clerk - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Ordinance Codification	20,000
	CivicPlus	350
	Other	3,500
	Total	23,850
Other Contracted Service	Minutes Transcribed	3,500
Travel	Travel to educational sites, conferences, and other locations as appropriate	3,000
Postage & Freight	Miscellaneous	400
Rentals & Leases	Copier	5,084
	Postage Machine	2,148
	Other	2,060
	Total	9,292
Legal Advertising	Statutory advertising	15,000
Printing & Binding	Printing of trifold informational brochure	1,000
General Expense	Miscellaneous unanticipated expenditures	2,000
Office Supplies	Miscellaneous	4,000
Clothing & Uniforms	City Branded Clothes	500
Memberships	International Institute of Municipal Clerks	400
	Miami-Dade Municipal Clerk Association	180
	Florida Association of Municipal Clerks	310
	Total	890
Education Costs	Florida Association of Clerks – Fall Academy (2)	1,300
Conferences & Meeting	IIMC Conference fee	500
	FI Clerks	800
	Total	1,300
Furniture	Chairs	500

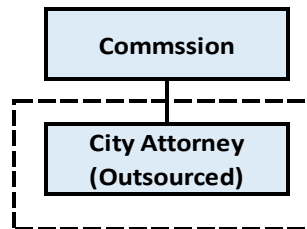
City Attorney





CITY ATTORNEY

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





City Attorney

28		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Total Compensation	-	-	-	-	-	-
	<u>Operating Expense</u>						
514310	Outside Professional Services	-	50,000	50,000	-	177,500	127,500
514312	City Attorney Litigation	691,577	200,000	200,000	-	140,000	(60,000)
514370	City Attorney Retainer	176,000	192,000	192,000	-	264,000	72,000
514380	Settlement Fees	-	140,000	140,000	-	-	(140,000)
	Total Operating Expense	867,577	582,000	582,000	-	581,500	(500)
	Total Contingency	-	-	-	-	-	-
	Total Expense	867,577	582,000	582,000	-	581,500	(500)



City Attorney - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Outside Professional Services	Outside litigation and related services	177,500
City Attorney Litigation Services	Legal services provided by City Attorney for services outside those included in contractual base services	140,000
City Attorney Retainer	City Attorney contractual base fee	264,000

Human Resources

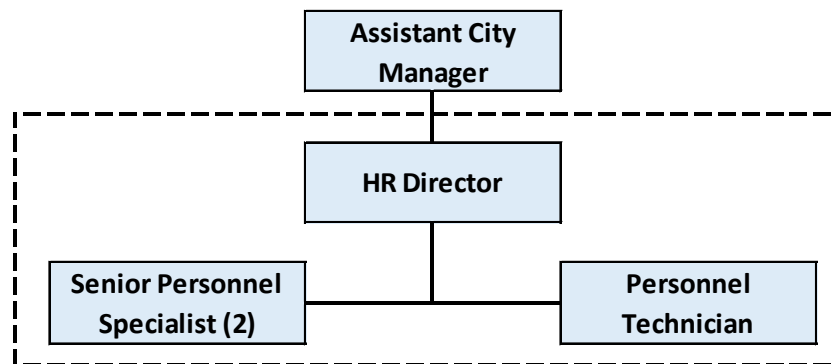




HUMAN RESOURCES

Mission - The Human Resources Department (HRD) manages and provides strategic recruitment, compensation, benefits, labor relations, personnel testing, and career development services. The Department advocates for safety, diversity, and equity in employment for the City of Opa-locka.

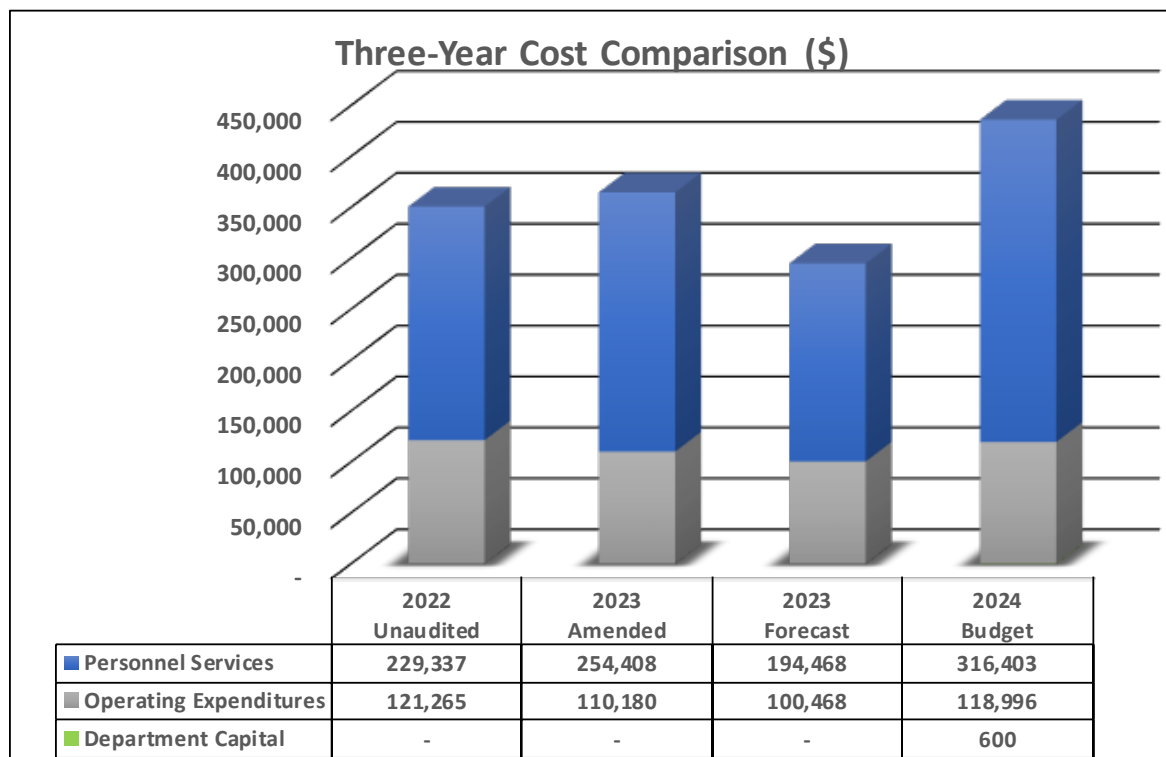
HRD is a core and vital component of our governmental system; HRD works with all City departments, union representatives, the City Manager's Office, the City Attorney's Office, and the City Clerk's Office. The Department monitors the City's diversity management, fair employment practices, and encourages an impartial work environment in the City of Opa-locka.



Goal – Provide an employment environment that nurtures a standardized hiring, testing, and discipline process to ensure an equitable and merit-based personnel system is in place that will increase recruitment efforts and retention of City staff to serve the community and its needs better.

Budget Summary -

Position Summary - Human Resources						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
HR Director	1	-	1	-	1	-
HR Specialist II	1	-	2	-	-	-
HR Specialist I	1	-	-	-	-	-
Personnel Tech	-	-	-	-	1	-
Administrative Assist	-	-	1	-	-	-
Senior Personnel Specialist	-	-	-	-	2	-
Total	3	-	4	-	4	-
Full Time Equivalent	3	-	4	-	4	-



FY 23-24 Objectives -

RECRUITMENT, TESTING, AND CAREER DEVELOPMENT

- Assist departments in recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, including examinations; provides centralized employment services, administer the City's internship programs and identify services for training programs when applicable
- Process newly hired employees, conduct criminal background checks in a timely manner to aid in understaffed areas in the City.

BENEFIT ADMINISTRATION

- Administer through an agent of record all group health, dental, vision, supplemental benefits, life and optional life policies; manage retiree and leave of absence accounts; administers through Sopoznik FRS and deferred compensation plans, and employee recognition and wellness programs; provide services for counseling, assessments, and referrals for substance abuse or other employee assistance needs through the Employee Assistance Program
- Promote participation in employee engagement initiatives and activities to boost employee morale and increase retention rates in the City's workforce
- Ensure all employee benefit programs meet the needs of the enrolled, are cost effective and comply with legal requirements



LABOR RELATIONS & RECORD MANAGEMENT

- Plan, negotiate, and administer all City collective bargaining agreements; manage and oversee all policies and practices related to discipline, grievances and appeals; manage employee personnel and medical records
- Manage the contracts negotiated with the City's two labor unions; administers the City's medical assessment/drug and alcohol testing through Physicians Health Center; administer collective bargaining grievances; provide guidance related to the provisions of the collective bargaining agreements; and serve as the central repository for human resources records, including personnel and medical records.
- Formulate and standardize human resources and fair employment policies and procedures
- Manage and oversee all policies and practices related to equality and anti-discrimination for City employees

JOB ANALYSIS & COMPENSATION

- Maintain and administer the City's Pay Plan; conduct classification job analysis and reclassification, review and establish/eliminate City positions
- Provide assistance regarding time and attendance transactions for all City employees (to the Finance Department for personnel related issues)
- Advise departments on personnel issues and appropriate methods of problem resolution

Current Year Accomplishments -

- Hired, Chief of Police, Finance Director, Human Resources Director
- Miami-Dade County Public Schools Summer Youth Internship Program (5th 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
- 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
- Commercial Driver License (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 twice in the first year of appointment to their current position, once after the 90-day probationary period and the second after the completion of 26 pay periods from the date of hire. Thereafter, the employee will be evaluated after the completion of 26 pay periods from the original date of hire, date of promotion, or date of transfer.
- Created and maintained FY 2022-2023 Pay Plan



- Updated and digitized numerous HR related forms to include Performance Evaluation Forms (4), Personnel Action Form (PAF), Volunteer Application Form, Leave of Absence Forms (2), and Labor Relations Form.

FY 24 Measurements -

RECRUITMENT, TESTING, & CAREER DEVELOPMENT				
Objective: Attract and hire new talent to support operations				
Measure(s): Percentage of onboarded new hires or promotions processed within 30 days from start of interviewing stage				
Trend	FY 22-23	FY 22-23	FY 23-24	FY 23-24
	Actual	Actual	Projection	Target
↑	90%	90%	85%	85%

RECRUITMENT, TESTING, & CAREER DEVELOPMENT				
Objective: Attract and hire new talent to support operations				
Measure(s): Percentage of employee physicals' results processed within five business days				
Trend	FY 22-23	FY 22-23	FY 23-24	FY 23-24
	Actual	Actual	Projection	Target
↑	90%	90%	85%	85%

RECRUITMENT, TESTING, & CAREER DEVELOPMENT				
Objective: Encourage career development to increase retention and increase quality of service				
Measure(s): Percentage of City employees trained				
Trend	FY 22-23	FY 22-23	FY 23-24	FY 23-24
	Actual	Actual	Projection	Target
↑	85%	85%	88%	88%

RECRUITMENT, TESTING, & CAREER DEVELOPMENT				
Objective: Encourage career development to increase retention and increase quality of service				
Measure(s): Percentage of employee appreciation events executed				
Trend	FY 22-23	FY 22-23	FY 23-24	FY 23-24
	Actual	Actual	Projection	Target
↔	100%	100%	90%	90%

LABOR RELATIONS & RECORD MANAGEMENT				
Objective: Enhance and maintain records management				
Measure(s): Percentage of Public Records Requests for the HRD processed within 45 days				
Trend	FY 22-23	FY 22-23	FY 23-24	FY 23-24
	Actual	Actual	Projection	Target
↔	100%	100%	85%	85%



LABOR RELATIONS & RECORD MANAGEMENT				
Objective: Promote workforce retention and increase quality of service				
Measure(s): Percentage of cases mediated prior to reaching arbitration				
Trend	FY 22-23	FY 22-23	FY 23-24	FY 23-24
	Actual	Actual	Projection	Target
↔	N/A	N/A	80%	80%

BENEFIT ADMINISTRATION				
Objective: Encourage a healthier lifestyle and ensuring access to critical health services				
Measure(s): Percentage of eligible employees enrolled in benefits in 90-day period				
Trend	FY 22-23	FY 22-23	FY 23-24	FY 23-24
	Actual	Actual	Projection	Target
↑	100%	100%	95%	95%

JOB ANALYSIS & COMPENSATION				
Objective: Advocating for internal and external compensatory equity to recruitment and retention				
Measure(s): Percentage of Classification Action Requests processed within 60 days				
Trend	FY 22-23	FY 22-23	FY 23-24	FY 23-24
	Actual	Actual	Projection	Target
↑	100%	100%	85%	85%

Results - FY 22-23 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 2024
ANNUAL OPERATING BUDGET**

Human Resources

13		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
513110	Salaries - Executive	89,826	68,535	42,125	(26,410)	101,777	59,652
513120	Salaries - Regular	82,580	98,633	95,243	(3,390)	132,289	37,046
513140	Salaries - Overtime	23	500	-	(500)	-	-
	Total Salaries	172,429	167,668	137,368	(30,300)	234,066	96,698
	<u>Benefits</u>						
513210	FICA	12,873	15,728	10,509	(5,219)	17,907	7,398
513220	Retirement	18,929	24,044	16,359	(7,685)	31,762	15,403
513225	Retirement Penalty	-	6,300	3,000	(3,300)	-	(3,000)
513230	Life And Health Insurance	19,232	26,668	13,232	(13,436)	32,668	19,436
513250	Unemployment Compensation	5,873	14,000	14,000	-	-	(14,000)
	Total Benefits	56,907	86,740	57,100	(29,640)	82,337	25,237
	Total Compensation	229,337	254,408	194,468	(59,940)	316,403	121,935
	<u>Operating Expense</u>						
513311	Employee Physicals	12,861	7,000	7,000	-	7,210	210
513340	Other Contracted Services	62,539	35,800	40,372	4,572	86,500	46,128
513398	Employee Recognition	7,862	20,000	10,000	(10,000)	15,000	5,000
513400	Travel & Per Diem	-	-	-	-	4,500	4,500
513420	Postage	223	300	300	-	500	200
513440	Rentals & Leases	8,659	13,611	13,111	(500)	19,111	6,000
513493	General Expense	105	2,000	1,500	(500)	2,500	1,000
513510	Office Supplies	1,941	2,500	2,500	-	2,750	250
521521	Clothing & Uniforms	287	500	500	-	500	-
513540	Memberships	219	750	-	(750)	1,000	1,000
513542	Employee Training	-	23,349	23,349	-	23,925	576
515530	Advertising	1,670	2,370	1,836	(534)	11,500	9,664
515547	Conferences & Meetings	-	2,000	-	(2,000)	1,500	1,500
	Total Operating Expense	121,265	110,180	100,468	(9,712)	176,496	76,028
	<u>Other Uses</u>						
513225	Retirement Penalty	-	-	-	-	6,300	6,300
513250	Unemployment Compensation	-	-	-	-	15,000	15,000
	Total Other Uses	-	-	-	-	21,300	21,300
	<u>Capital</u>						
513642	Furniture & Equipment	-	-	-	-	600	600
	Total Capital	-	-	-	-	600	600
	Total Expense	350,602	364,588	294,936	(69,652)	514,799	219,863



Human Resources - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Employee Physicals	15 Regular Employee Physicals @ \$50 Per Physical	750
	15 Police Physicals @ \$300 Per Physical	4,500
	Other	1,960
	Total	7,210
Other Contracted Services	ADP Personnel Services	28,500
	Background Checks	2,000
	Summer Youth Program Match	50,000
	ACA Reporting	3,000
	Other	3,000
	Total	86,500
Employee Recognition	Monthly Employee of the Month	2,400
	Employee Appreciation Events	10,000
	Employee Service Awards	2,600
	Total	15,000
Postage	Miscellaneous	500
Travel & Per Diem	Travel to Conferences	4,500
Rentals & Leases	Copier	4,111
	Timeclocks	10,500
	Other	4,500
	Total	19,111
General Expense	Miscellaneous unanticipated small expenditures	2,500
Office Supplies	Miscellaneous	2,750
Clothing & Uniforms	City branded clothing, primarily shirts, for office and other City events usage	500
Memberships	Society for HR Management Membership	1,000
Employee Training	National Seminar Training access	425
	Other, CPR, First Aid, Customer Service	20,000
	Commercial Driver License training	3,500
	Total	23,925
Conferences & Meetings	Miscellaneous Conference Fees	1,500
Furniture & Equipment	Desk and Chairs	600
Advertising	Govjobs.com	2,000
	Job Fair	6,500
	Other	3,000
	Total	11,500
Retirement Penalty	Payment for retirement penalty	6,300
Unemployment Compensation	Payment for unemployment compensation	15,000

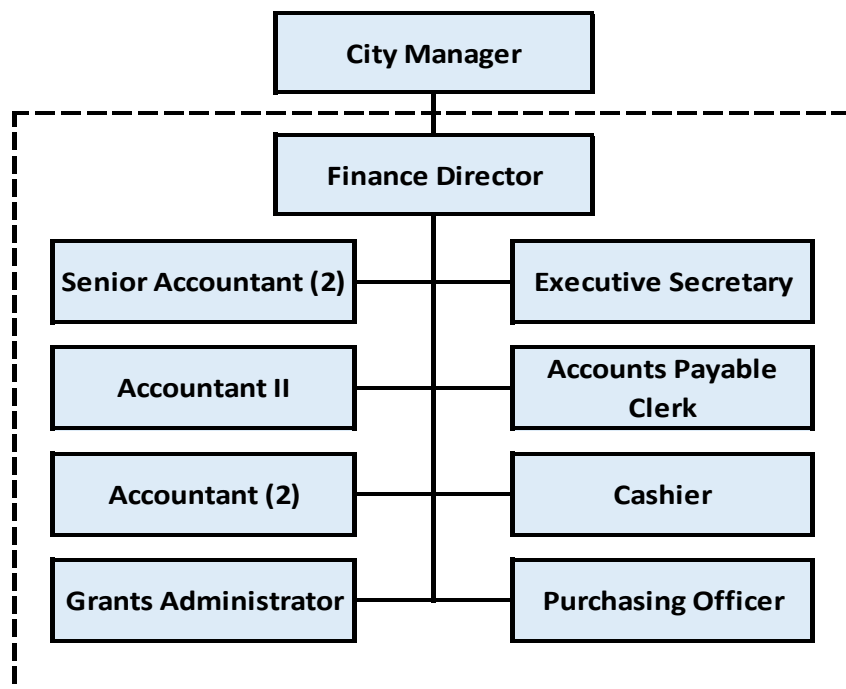
Finance





Finance

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



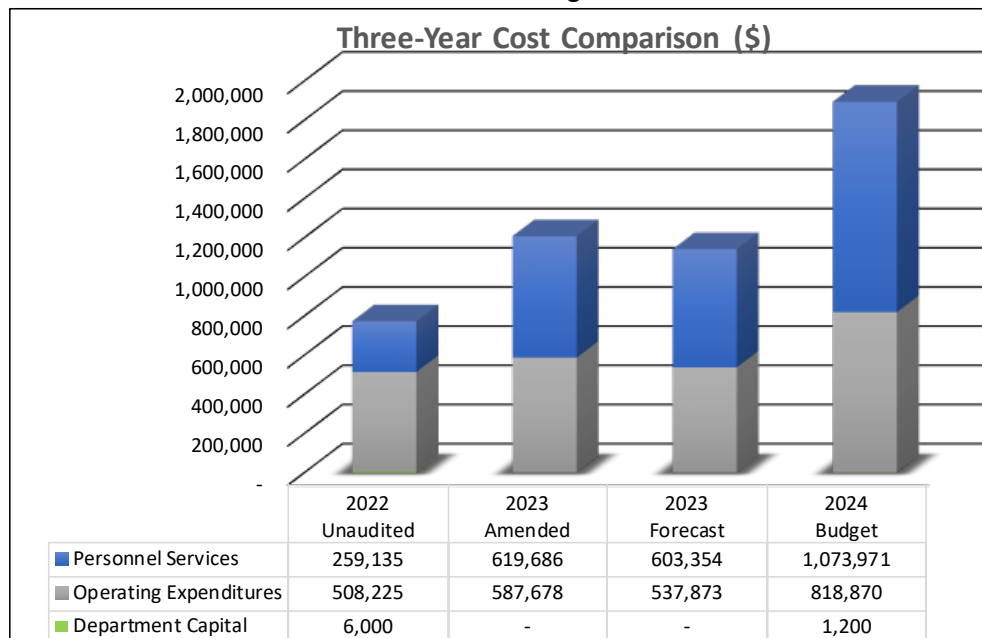
Goal - To provide a very high standard of accountability and transparent comprehensive financial services to City staff, the public, bond rating and governmental agencies while safeguarding the City's financial assets and physical assets through appropriate controls.



Budget Summary –

Position Summary - Finance						
Full Time (FT) / Part Time (PT)	FY 22 BGT		FY 23 BGT		FY 24 Prop	
	FT	PT	FT	PT	FT	PT
Finance Director	1	-	1	-	1	-
Senior Accountant	2	-	2	-	2	-
Accountant	2	-	2	-	2	-
Grant Administrator	-	-	1	-	1	-
Executive Secretary	1	-	1	-	1	-
AP Clerk	1	-	1	-	1	-
Payroll Clerk	1	-	1	-	-	-
Purchasing Officer	-	-	1	-	1	-
Sub-Total	8	0	10	0	9	0
From Customer Service						
Utility Billing Supervisor	1	-	1	-	-	-
Utility Billing Manager	1	-	1	-	-	-
Utility Billing Specialist	2	-	1	-	-	-
Senior Account Clerk	-	-	1	-	-	-
Cashier	1	-	1	-	1	-
Accountant II	-	-	-	-	1	-
Sub-Total	5	0	5	0	2	0
Grand Total	13	0	15	0	11	0
Full Time Equivalent	13	0	15	0	11	0

Customer Service will be combined with Finance in FY 24 budget





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

Current Year Accomplishments -

- Continued progress on issuing past audits with completion of FY 21 Annual Financial Statement and Audit Report
- Upgraded staff skills with training, streamlined responsibilities 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
- Maintained compliance with all debt and grant obligations
- Assisted in establishment of City Financial Audit Board required by State Statutes and City Charters.
- Consolidation of departments

FY 24 Objectives -

- Implementation of a City wide finance system which will support future growth
- Timely submit all mandated financial reports
- Recruit to fill vacant positions
- Continue professional development to include department wide participation in continuing education, ethics training, and other governmental accounting-based seminars provided by, at minimum, FGFOA
- Develop a Financial policies and procedure manual
- Research, identify and implement best practices per GAAP
- Provide quarterly financial results in accordance with the City Charter

FY 24 Measurements -

- Delivery of monthly Revenue and Expenditure reports on all funds
- Preparation of monthly bank reconciliations
- Issue Annual Financial Statement by deadline





**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Finance

17		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
513110	Salaries - Executive	63,185	125,617	126,877	1,260	131,038	4,161
513120	Salaries - Regular	138,900	324,503	358,867	34,364	677,129	318,262
513140	Salaries - Overtime	67	5,000	5,000	-	5,000	-
	Total Salaries	202,151	455,120	490,744	35,624	813,167	322,423
	<u>Benefits</u>						
513210	FICA	14,997	42,880	37,544	(5,336)	62,208	24,664
513220	Retirement	22,865	67,217	58,447	(8,770)	110,345	51,898
513230	Life And Health Insurance	19,123	54,469	39,736	(14,733)	84,209	44,473
	Total Benefits	56,984	164,566	135,727	(28,839)	256,762	121,035
	Total Compensation	259,135	619,686	626,471	6,785	1,069,929	443,458
	<u>Operating Expense</u>						
513312	Other Professional Services	462,828	347,200	326,868	(20,332)	533,000	206,132
513320	Accounting & Auditing	35,181	120,000	120,000	-	200,000	80,000
513400	Travel	-	-	-	-	5,250	5,250
513340	Other Contracted Services	-	75,000	72,687	(2,313)	46,450	(26,237)
513420	Postage	1,698	3,300	4,494	1,194	4,629	135
513440	Rentals & Leases	2,658	5,178	4,011	(1,167)	4,011	-
513462	Office Renovation Supplies	-	2,000	-	(2,000)	-	-
513493	General Expenses	237	20,000	8,043	(11,957)	-	(8,043)
513510	Office Supplies	5,174	5,000	1,670	(3,330)	5,000	3,330
513520	Operating Expense	299	2,500	-	(2,500)	2,500	2,500
513529	Credit Card Fee	-	-	-	-	15,000	15,000
513540	Memberships	150	2,500	100	(2,400)	450	350
513542	Training	-	3,000	-	(3,000)	2,580	2,580
515547	Conferences & Meetings	-	2,000	-	(2,000)	-	-
	Total Operating Expense	508,225	587,678	537,873	(49,805)	818,870	280,997
	<u>Capital</u>						
513642	Furniture & Fixtures	-	-	-	-	1,200	1,200
513646	Computer Equipment	6,000	-	-	-	-	-
	Total Capital	6,000	-	-	-	1,200	1,200
	Total Expense	773,361	1,207,364	1,164,344	(43,020)	1,889,999	725,655



Finance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Financial Consultants	500,000
	Policy Procedure Manual	25,000
	Florida League of City –GASB analysis	8,000
	Total	533,000
Accounting & Auditing	Auditing services – Two Audits	200,000
Travel	Hotel, PerDiem Miscellaneous	5,250
Other Contracted Services	Payroll Services	46,450
Postage	Miscellaneous	4,629
Rental & Leases	Copier Lease	1,611
	Copier – Usage	2,400
	Total	4,011
Office Supplies	Standard office supplies	5,000
Credit Card Fee	Merchant Services fees for taking payments	15,000
Memberships	FGFOA membership	450
Training	FGFOA school of accounting (7) (Online)	2,580
Furniture & Fixtures	Conference room Chairs	1,200

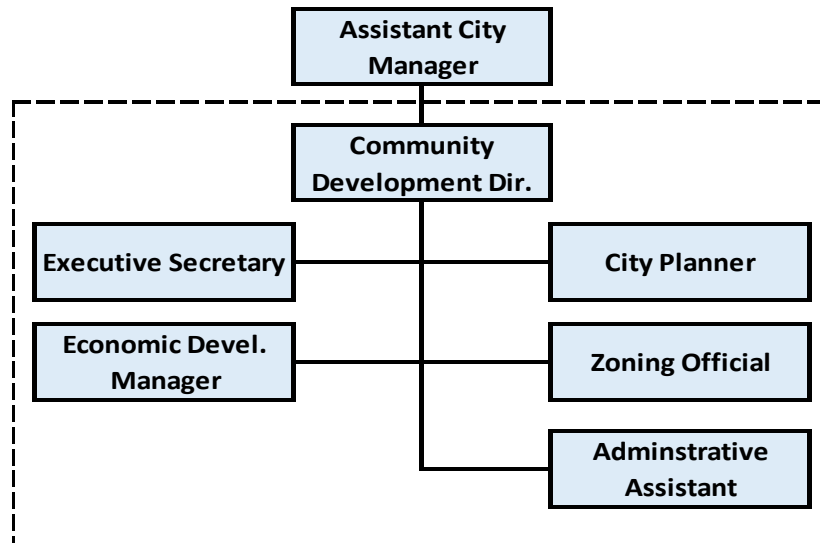
Community Development





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.

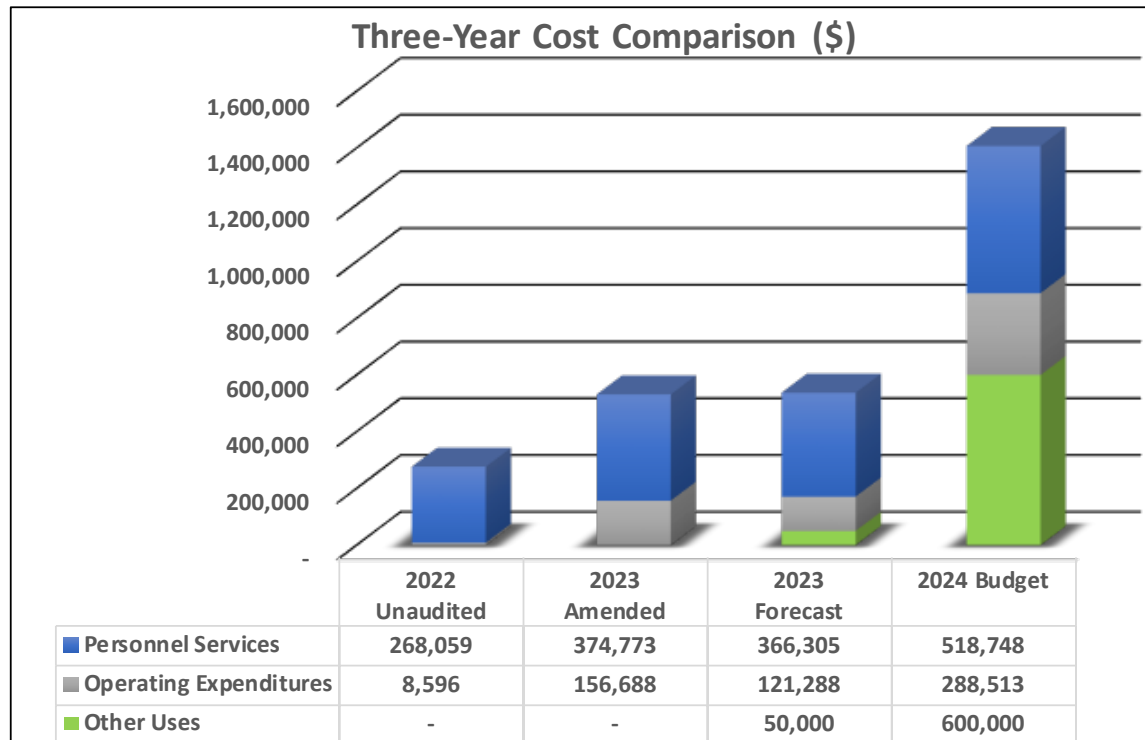


Goal – Creating a destination, a City of attractive and peaceful residential neighborhoods, a thriving commercial district and a downtown area that attracts residents and others for entertainment and leisure and attracts investment and business creation.

Staffing – Increase the number of staff and enhance their opportunities to be trained 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.

Budget Summary –

Position Summary - Community Development						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Planning & Community Dev Director	1	-	1	-	1	-
Zoning Official	1	-	1	-	1	-
Executive Secretary	1	-	1	-	1	-
City Planner	1	-	1	-	1	-
Economic Development Manager	-	-	-	1	1	-
Admin Assistant	-	-	-	-	1	-
Total	4.0	0.0	4.0	1.0	6.0	0.0
Full Time Equivalent	4.0	0.0	4.0	0.5	6.0	0.0



Current Year Accomplishments -

- Creation of the Historic Opa-locka Downtown District based on the Historic Opa-locka Downtown Master Plan.
- Creation of the Innovation/Technology District.
- Redevelopment of the American Fruit trucking site into a 275Ksf Office Warehouse Complex.
- Relocation of the Flea Market operation into an indoor warehouse facility.
- Demolition of the Old Flea Market site for the development of a 748Ksf Retail Warehouse Complex.
- Started the Affordable Housing Initiative workshops for the development of City owned and private properties for new residential or mixed-use development projects.
- Completion of the Evaluation and Appraisal Report (EAR), part of the City's Comprehensive Plan process, for delivery in FY 22-23
- Amendment to HEPB Ordinance to be in sync with Miami-Dade County Historic Preservation Ordinance. Update list of historic properties on local and national register. Formation of grant for preservation of historic properties
- Completed the redevelopment of the Auto Auction site into a 500Ksf Retail Warehouse Complex
- Murphy C-Store and Gas Station completed construction.
- U-Gas C-Store and Fueling Station completed construction.
- Fleet Truck Parking and fueling facility.
- AMDI Concrete Facility rezoning, ROW vacation review completion and replating.



FY 24 Objectives -

- Completion of codification of zoning code to facilitate access to this information for anyone interested in undertaking development in the City.
- 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 while amending the zoning code to allow for mechanical and tandem parking operations.
- Upgrade of the signage code
- Upgrade the Industrial zoning designation.
- Upgrade street peddler and mobile vendor application and review process
- Develop project site proformas 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
- Establish a Historic District to formalize preservation of properties including new formed Historic Downtown Opa-locka District - TownCenter Quarter mile area [NW 27th Avenue, NW 151st Street, the LeJeune-Douglass Connector, and NW 135th Street]
- Establish funding source for Historic properties for restoration.
- Affordable Housing Initiative Phase one for larger multifamily/mixed use JVP and Phase Two for infill housing for small developers.

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 land use 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 23 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 was executed in September 2022. Consultant began working by October 2022 and seek to complete by December 2023

- 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**

Goals for FY 24 Measurements -

- Completion of the Evaluation and Appraisal Report
- Codification of the LDR/Zoning Code and update of development of a stand-alone zoning district for Historic Downtown Opa-locka District parking requirements
- Continue the implementation of the AHI Phase One and Two
- Implementation of Live Local Act [SB-102] for new affordable residential and mixed use developments
- Review and approval of new development projects
- Review and approval of unity of title request for approved development projects
- Review and approval of rezoning and land use for approved development projects





Community Development

37		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
515110	Salaries - Executive	72,415	88,500	86,784	(1,716)	89,630	2,846
515120	Salaries - Regular	140,347	194,599	192,900	(1,699)	299,101	106,201
515130	Salaries - Part-Time	-	-	-	-	-	-
515140	Salaries - Overtime	61	1,000	-	(1,000)	1,000	1,000
	Total Salaries	212,823	284,099	279,684	(4,415)	389,731	110,047
	<u>Benefits</u>						
515210	FICA	15,081	21,705	21,395	(310)	29,816	8,421
515220	Retirement	16,635	33,453	33,311	(142)	52,888	19,577
515230	Life And Health Insurance	23,520	35,516	31,915	(3,601)	46,313	14,398
	Total Benefits	55,236	90,674	86,621	(4,053)	129,017	42,396
	Total Compensation	268,059	374,773	366,305	(8,468)	518,748	152,443
	<u>Operating Expense</u>						
515312	Other Professional Services	-	109,500	97,500	(12,000)	202,500	105,000
515340	Other Contract Services	-	21,900	1,000	(20,900)	53,000	52,000
515400	Travel & Per Diem	-	2,000	-	(2,000)	3,500	3,500
515420	Postage	-	400	500	100	650	150
515440	Rentals & Leases	2,338	5,388	5,388	-	5,388	-
515470	Printing And Binding	356	1,000	1,000	-	2,000	1,000
515493	General Expense	1,409	2,500	2,500	-	2,500	-
515510	Office Supplies & Expense	1,298	1,500	1,500	-	1,500	-
515530	Advertisements	3,195	7,500	6,500	(1,000)	7,500	1,000
515540	Memberships	-	3,000	5,400	2,400	5,475	75
515541	Education	-	-	-	-	3,000	3,000
515547	Conferences & Meetings	-	2,000	-	(2,000)	1,500	1,500
	Total Operating Expense	8,596	156,688	121,288	(35,400)	288,513	167,225
	<u>Other Uses</u>						
515531	Community Historic Grant	-	90,000	50,000	(40,000)	100,000	50,000
5776001	Devel. Assist. Affor. Housing	-	-	-	-	500,000	500,000
515544	Commercial Grants	-	-	-	-	75,000	75,000
515548	Residential Maint Asst	-	-	-	-	50,000	50,000
	Total Other Uses	-	90,000	50,000	(40,000)	725,000	675,000
	Total Expense	276,655	621,461	537,593	(83,868)	1,532,261	994,668



Community Development - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Update to City Impact Fees	50,000
	Evaluation & Appraisal Report	50,000
	Environmental Study Phase 2	50,000
	Economic Development Plan	50,000
	Other Miscellaneous	2,500
	Total	202,500
Other Contract Services	Board Minutes preparation	3,000
	Chamber of Commerce Development	50,000
	Total	53,000
Travel & Per Diem	Travel – American Planning Association Conference	3,500
Postage	Miscellaneous	650
Rentals & Leases	Copier	5,388
Printing and Binding	Zoning Maps & Brochures	2,000
General Expense	Miscellaneous small unanticipated expenditures	2,500
Office Supplies	Miscellaneous	1,500
Advertisements	Development Agreement Advertising	7,500
Memberships	American Planning Association, Zoning Official Asssoc.	5,475
Education	Professional Development	3,000
Conferences and Meetings	American Planning Association (APA) Conference fees	1,500
Community Historic Grant	Grants to residents with historic residences to assist in their restoration to historic characteristics.	100,000
Devel. Assist. Affor. Housing	Program to establish affordable housing within the City	500,000
Commercial Grants	Economic Grants (small business grants)	75,000
Residential Maint Asst	Residential Maintenance Assistance Grant, Plant, Paint, Pave Home Renovation	50,000

Building & Licenses

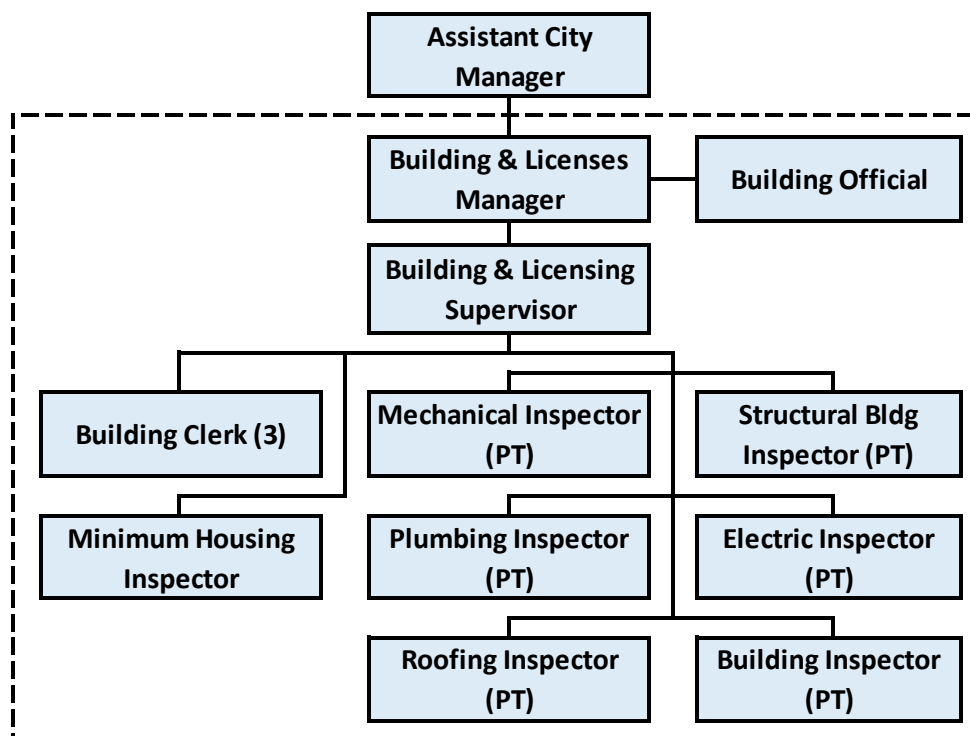




BUILDING & LICENSES

Mission – Provide safe and resilient 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 Licenses 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.

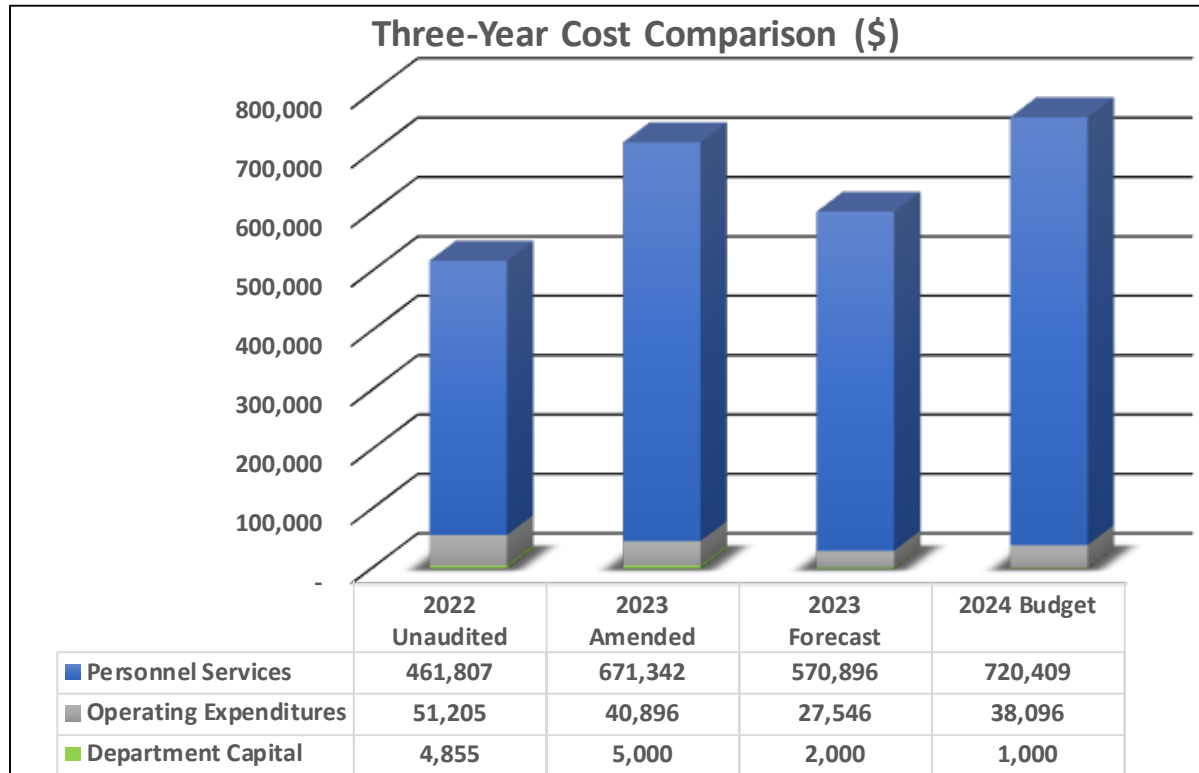


Goal – Provide Building Services in a highly automated, rigorous, and effective manner resulting in well-built and resilient properties reasonably immune to adverse conditions which also benefit from the City’s continued involvement in the National Flood Insurance Program (NFIP) and Community Rating 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.



Budget Summary –

Position Summary - Building & Licenses						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Building Director	1	-	-	-	-	-
Building & Licensing Mgr	-	-	1	-	1	-
Building & Licensing Supv	-	-	1	-	1	-
Building Official	-	-	1	-	1	-
City Engineer	1	-	-	-	-	-
Building Inspector	-	-	2	1	-	1
Licensing Clerk	1	-	-	-	-	-
Lic. Clerk / Admin Assist	-	-	1	-	-	-
Building Supervisor	1	-	-	-	-	-
Building Clerk Supervisor	-	-	-	-	-	-
Building Clerk	2	-	3	-	3	-
Building / Code Director	1	-	-	-	-	-
Comm Dev / Bldg & Lic Dir	-	1	-	-	-	-
Admin Assist	1	-	-	-	-	-
Min Housing Inspector	1	-	1	-	1	-
Chief Mechanical Inspector	-	1	-	1	-	1
Electrical Inspector	-	1	-	1	-	1
Plumbing Inspector	-	1	-	1	-	1
Roofing Inspector	-	-	-	-	-	1
Structural / Building Inspector	-	-	-	-	-	1
Housing Inspector	-	1	-	1	-	-
CRS / Flood Plain Mgr	-	1	-	1	-	-
Total	9.0	6.0	10.0	6.0	7.0	6.0
Full Time Equivalent	9.0	3.0	10.0	3.0	7.0	3.0



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 over \$1 million in permitting and impact fees
- Increased front office staff to better assist the public.
- Creation of a full-time Minimum Housing Inspector

Objectives FY 24 - Automation

- Providing a Self- Service Portal for our customers.
- Accessing all applications online
- Checking permits/licenses online
- Annual training for staff to keep up with current Building Codes
- Yearly workshops for business owners, contractors, and homeowners



**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Building & Licenses

30		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
524110	Salaries - Executive	189,829	130,999	88,307	(42,692)	91,202	2,895
524120	Salaries - Regular	94,783	224,289	210,805	(13,484)	278,748	67,943
524130	Salaries - Part Time	87,015	145,484	141,478	(4,006)	166,595	25,117
521140	Salaries - Overtime	28	1,500	1,500	-	5,000	3,500
	Total Salaries	371,655	502,272	442,090	(60,182)	541,545	99,455
	<u>Benefits</u>						
524210	FICA	27,209	45,273	33,822	(11,451)	41,429	7,607
524220	Retirement	38,340	74,270	52,651	(21,619)	73,488	20,837
524230	Life And Health Insurance	24,603	49,527	42,333	(7,194)	63,947	21,614
	Total Benefits	90,152	169,070	128,806	(40,264)	178,864	50,058
	Total Compensation	461,807	671,342	570,896	(100,446)	720,409	149,513
	<u>Operating Expense</u>						
524312	Other Professional Services	-	11,500	7,435	(4,065)	6,500	(935)
524340	Other Contract Services	36,227	-	-	-	77,500	77,500
524400	Travel & Per Diem	894	2,975	2,000	(975)	5,200	3,200
524420	Postage	3,873	7,000	4,000	(3,000)	4,500	500
524440	Rentals & Leases	3,491	4,011	3,611	(400)	3,611	-
524470	Printing & Binding	1,472	1,500	1,500	-	1,700	200
515480	Promotional Activity	-	-	-	-	1,000	1,000
524493	General Expense	1,745	6,000	6,000	-	6,500	500
524510	Office Supplies	2,730	2,000	2,000	-	2,100	100
524540	Memberships	-	1,910	-	(1,910)	985	985
524541	Educational Costs	773	2,000	500	(1,500)	1,500	1,000
515547	Conference & Meeting	-	2,000	500	(1,500)	2,000	1,500
	Total Operating Expense	51,205	40,896	27,546	(13,350)	113,096	85,550
	<u>Capital</u>						
524642	Office Furniture & Equipment	-	5,000	2,000	(3,000)	1,000	(1,000)
524646	Computer Equipment	4,855	-	-	-	-	-
	Total Capital	4,855	5,000	2,000	(3,000)	1,000	(1,000)
	Total Expense	517,868	717,238	600,442	(116,796)	834,505	234,063



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	2,500
	Other	2,000
	Total	6,500
Travel	Travel – Conferences (FEMA, Building Officials, Flood Plain)	5,200
Other Contract Services	Temporary Permitting Staff	77,500
Postage	Landlord Tenant Permit	2,000
	Business Tax Receipts	1,500
	40-Year Inspections	1,000
	Total	4,500
Rentals & Leases	Copiers	3,611
Printing & Binding	Plan Duplication	1,700
Promotional Activity	Educational Brochures	1,000
General Expense	Miscellaneous Unanticipated Expense	6,500
Office Supplies	Miscellaneous	2,100
Memberships	Professional Memberships & Licenses	985
Educational Costs	Educational costs for staff	1,500
Conferences & Meetings	Conference Fees (FEMA, Building Officials, Flood Plain)	2,000
Office Furniture & Equipment	Chairs for Department	1,000

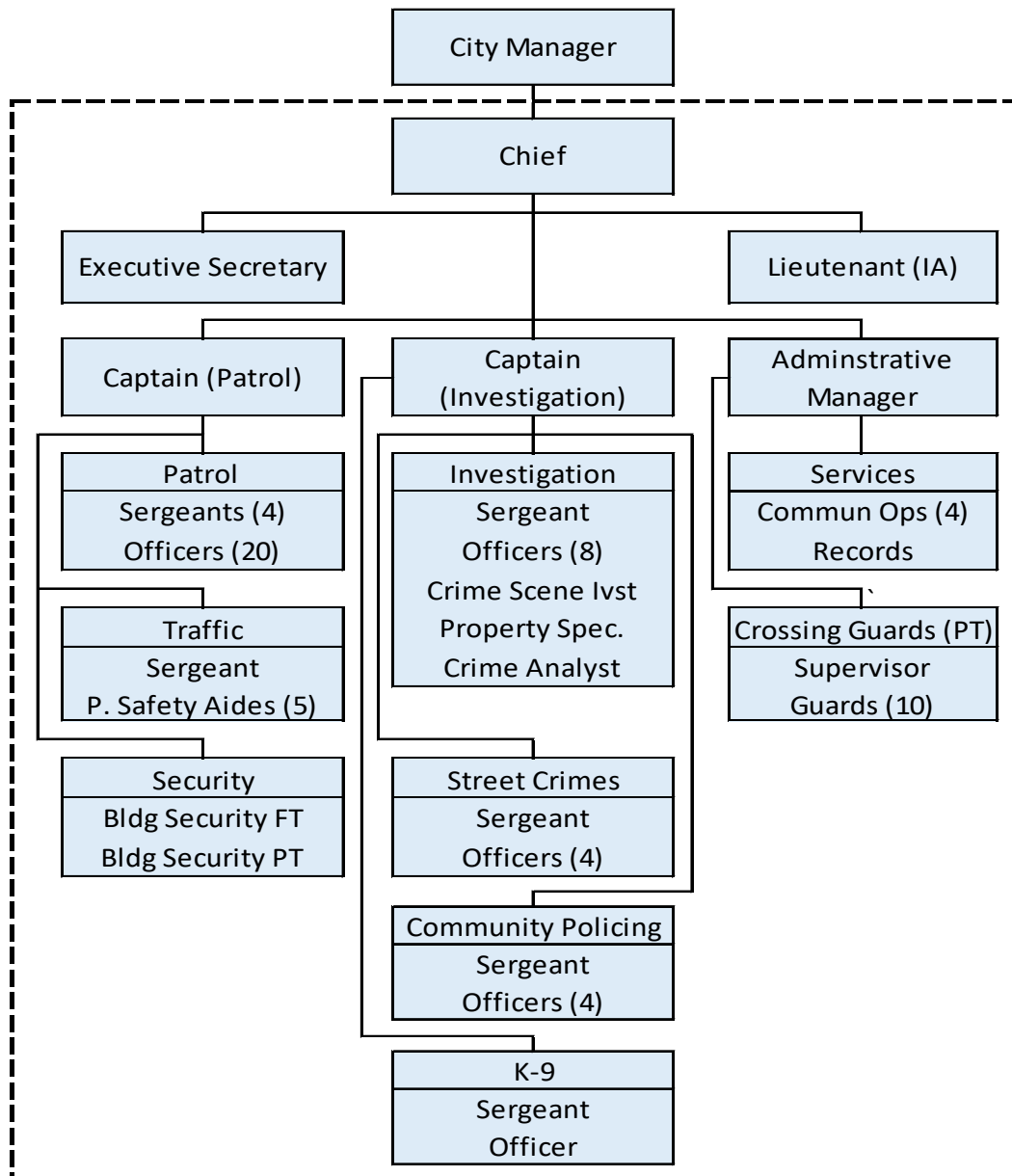
Police Department





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.

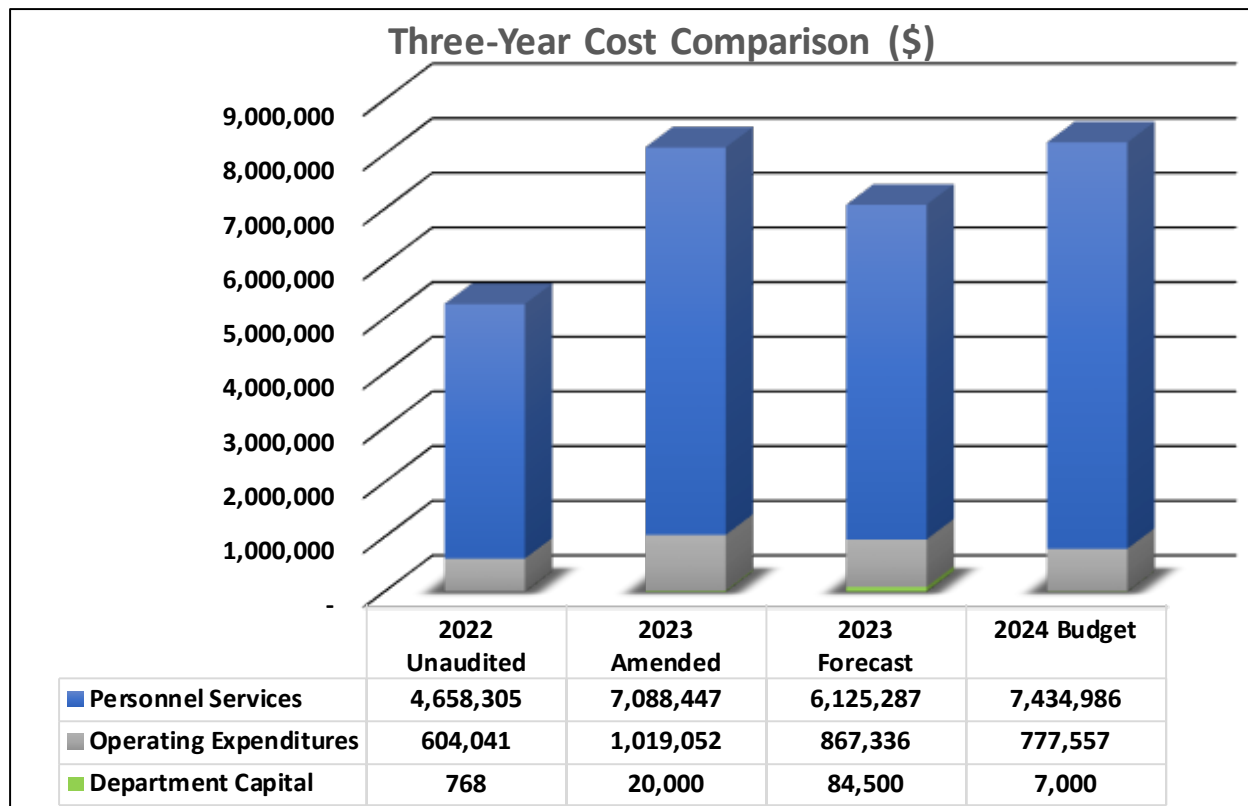




Goal – Establish and function as a highly effective Police department noted for providing excellent, respectful and trusted public safety to the community.

Budget Summary -

Position Summary - Police						
	FY 22 BGT		FY 23 BGT		FY 24 Proposed	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Chief	1	-	1	-	1	-
Assistant Chief	1	-	-	-	-	-
Captain	2	-	4	-	2	-
Sergeant	3	-	8	-	9	-
Major	-	-	-	-	-	-
Lieutenant	1	-	-	-	1	-
Corporal	4	-	-	-	-	-
Detectives	5	-	8	-	8	-
Officers	30	-	26	-	29	-
Total Sworn Officers	47	-	47	-	50	-
Crime Analyst	1	-	1	-	1	-
Communication Operator	4	-	4	-	4	-
Administrative Manager	-	-	-	-	1	-
Property Specialist	-	-	-	-	1	-
Crime Scene Investigator	1	-	1	-	1	-
Community Outreach	1	-	1	-	-	-
Public Safety Aide	2	-	2	-	5	-
Records Clerk	1	-	1	-	1	-
Executive Secretary	1	-	1	-	1	-
Crossing Guard Supervisor	-	1	-	1	-	1
Crossing Guards	-	10	-	10	-	10
Security Guard	-	-	-	3	1	1
Total Non-Sworn	11	11	11	14	16	12
Total	58	11	58	14	66	12
Full Time Equivalent	58	5.5	58	7	66	6



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 24 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.
- The Department will initiate a train the trainer program to maximize the effectiveness and efficiency of our manpower.
- 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 Controlled Electronic Weapons (CEW-Tasers)
- Identify funding to accomplish the acquisition of Field Force Training equipment
- Identify funding to accomplish the acquisition of Tactical Response Team equipment



FY 24 Measurements -

- Complete reorganization of the Police Department
 - Completion of the modernization and refreshing of the Police Fleet
 - Lower Crime Rate; Increase Community Engagement
 - Upgrade agency-wide (50) CEWs (Tasers)
 - Installation of six (6) additional Red Light Cameras
 - Equipping, training and deploying Tactical Response Team
 - Equipping, training and deploying Mobile Field Force
-

Results vs. FY 23 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 23 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



Police Department

26		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
521110	Salaries - Executive	118,938	125,617	111,699	(13,918)	131,037	19,338
521120	Salaries - Regular	2,980,812	4,396,230	3,691,174	(705,056)	4,480,650	789,476
521130	Salaries - Part Time	90,250	186,123	129,937	(56,186)	169,059	39,122
521140	Salaries - Overtime	119,397	335,000	325,000	(10,000)	180,000	(145,000)
521150	Longevity	-	28,500	28,500	-	31,500	3,000
	Total Salaries	3,309,397	5,071,470	4,286,310	(785,160)	4,992,246	705,936
	<u>Benefits</u>						
521210	FICA	242,455	335,423	317,369	(18,054)	380,364	62,995
521220	Retirement	780,576	1,258,073	1,107,930	(150,143)	1,463,812	355,882
521230	Life And Health Insurance	325,877	423,481	413,678	(9,803)	547,171	133,493
	Total Benefits	1,348,908	2,016,977	1,838,977	(178,000)	2,391,347	552,370
	Total Compensation	4,658,305	7,088,447	6,125,287	(963,160)	7,383,593	1,258,306
	<u>Operating Expense</u>						
521312	Other Professional Services	6,910	14,200	11,500	(2,700)	20,000	8,500
521340	Other Contracted Services	55,390	149,900	131,500	(18,400)	60,000	(71,500)
521400	Travel & Per Diem	339	5,000	2,500	(2,500)	5,000	2,500
521420	Postage	109	200	150	(50)	150	-
521440	Rentals & Leases	21,115	17,088	15,708	(1,380)	11,208	(4,500)
521466	Repair & Maint - Veh & Equip	-	-	-	-	6,000	6,000
521467	Repair & Maint - Mach & Equip	3,258	11,500	10,000	(1,500)	17,000	7,000
521493	General Expenses	1,711	5,000	5,000	-	4,000	(1,000)
521510	Office Supplies	14,443	7,000	6,000	(1,000)	6,000	-
521520	Operating Expense	28,585	35,500	20,964	(14,536)	23,500	2,536
521521	Clothing & Uniform Expense	17,650	22,000	20,000	(2,000)	18,000	(2,000)
521528	Software Maintenance	210,462	152,204	152,204	-	156,770	4,566
521540	Memberships	1,065	3,960	1,750	(2,210)	1,900	150
521541	Educational Costs	12,855	20,000	7,855	(12,145)	-	(7,855)
515547	Conferences & Meetings	-	3,000	1,000	(2,000)	3,000	2,000
521547	Special Supplies	10,288	2,500	2,472	(28)	2,500	28
521549	Community Policing	-	5,000	1,000	(4,000)	8,000	7,000
521644	Public Safety Equipment	2,024	80,000	15,000	(65,000)	8,000	(7,000)
521648	Vehicle Lease	217,837	467,000	453,733	(13,267)	399,029	(54,704)
529535	Police Explorer Program	-	5,000	1,000	(4,000)	5,000	4,000
579398	Employee Recognition	-	3,000	1,000	(2,000)	3,000	2,000
521645	Canine Unit	-	10,000	7,000	(3,000)	7,500	500
	Total Operating Expense	604,041	1,019,052	867,336	(151,716)	765,557	(101,779)
	<u>Other Uses</u>						
512497	Red Light Camera Service (ATS)	-	-	-	-	706,873	706,873
	Total Other Uses	-	-	-	-	706,873	706,873
	<u>Capital</u>						
521641	Automotive Equipment	-	15,000	3,500	(11,500)	5,000	1,500
521642	Office Furniture & Equipment	768	5,000	81,000	76,000	2,000	(79,000)
	Total Capital	768	20,000	84,500	64,500	7,000	(77,500)
	Total Expense	5,263,114	8,127,499	7,077,123	(1,050,376)	8,863,023	1,785,900



Police Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Special Magistrate – Red Light Camera	9,000
	Employment Evaluation	6,000
	Counseling	5,000
	Total	20,000
Other Contract Services	Body Camera Service	30,000
	Grant Writing Services	20,000
	Other	10,000
	Total	60,000
Travel & Per Diem	Education sites, conferences and other travel as required	5,000
Postage	Miscellaneous	150
Rentals & Leases	Containers (crime-related material)	4,000
	Copiers	7,208
	Total	11,208
Repair & Maint – Veh & Equip	Motorcycle Repair	6,000
Repair & Maint – Mach & Equip	Radio repair	17,000
General Expense	Miscellaneous unanticipated small expense	4,000
Office Supplies	Miscellaneous small office supply materials	6,000
Operating Expense	Bar Coded Armbands	1,000
	Forensic & Crime Scene Investigation Supplies	8,000
	Waste Management	800
	Contraband Destruction	1,000
	County Court Standby program	2,200
	Motorcycle Equipment	1,500
	Challenge Coins	1,000
	Miscellaneous	5,000
	License Plates	3,000
	Total	23,500
Clothing & Uniform Expense	Miscellaneous	18,000



Police Department - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Software Maintenance	Central Square	74,263
	Off-Duty Management - PowerDetails	2,652
	IA Pro - Internal Affairs Management	10,609
	PowerDMS - Policy & Proc Management	3,183
	Barracuda Firewall	15,701
	Office 365	30,469
	Router Fees (Cisco)	1,857
	Lexipol – Policy Development	18,035
	Total	156,769
Memberships	Florida Association of Police Chiefs	300
	Miami-Dade Chiefs Association	1,100
	Other	500
	Total	1,900
Educational Costs	In Law Enforcement Training Trust Fund in FY 24	
Conferences & Meetings	Conference and Meeting fees	3,000
Police Explorer Program	Community outreach program to allow community youth to gain familiarity and participate in Police-related activities	5,000
Community Policing	Community Programs	8,000
Special Supplies	Batons, Cases, Tourniquets Other	2,500
Automotive Equipment	Fit-Out for new vehicles	5,000
Furniture	Shelving	2,000
Public Safety Equipment	Fire Extinguishers	2,000
	Other	6,000
	Total	8,000
Police Explorer Program	Community outreach program to allow community youth to gain familiarity and participate in Police-related activities	5,000
Canine Unit	Maintenance of two Police Dogs	7,500
Employee Recognition	Esprit de Corps expenditures	3,000
Other Uses	Red Light Camera Service (ATS)	706,873
Vehicle Leases	Leasing of Vehicles	399,029

Code Compliance

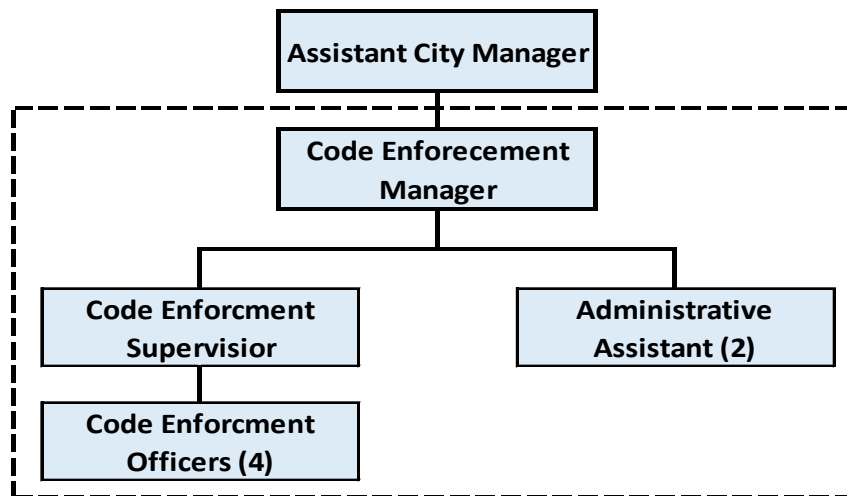




CODE COMPLIANCE

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.

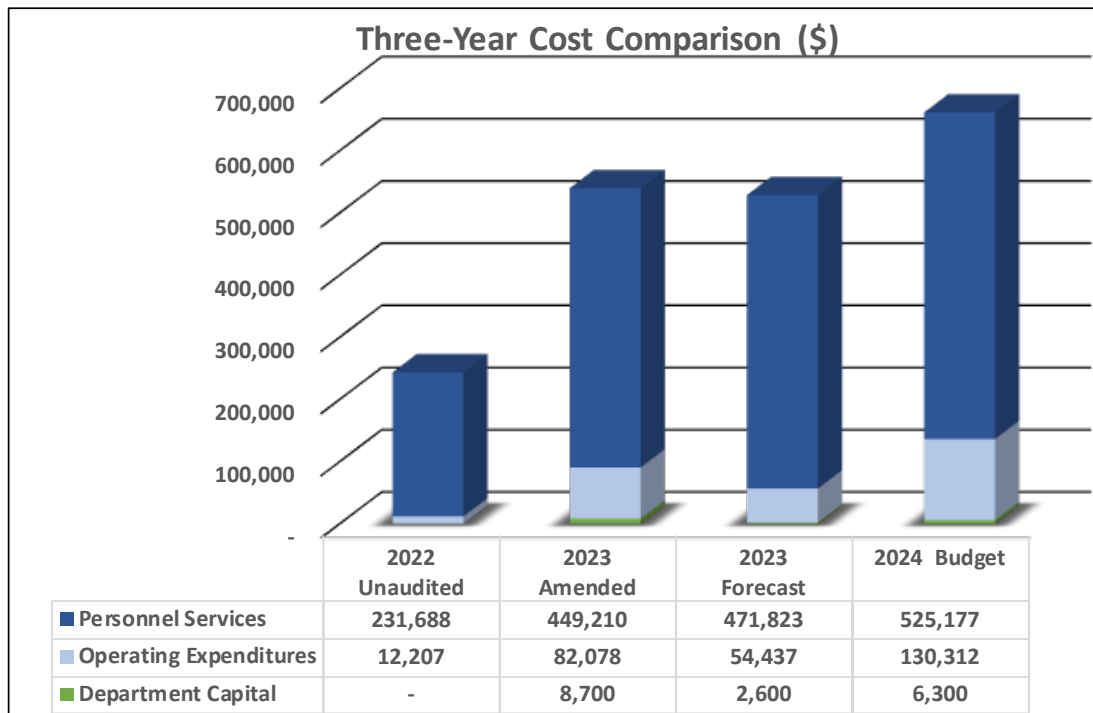
The primary objective of the Code Compliance Department is to patrol the City on a daily basis and monitor for Code compliance. Where violations are noted, ample time is provided to bring the property into compliance. The Department’s goal is to encourage voluntary compliance. However, when not corrected 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.

Budget Summary -

Position Summary - Code Enforcement						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Code Enforcement Manager	1	-	1	-	1	-
Code Enforcement Supervisor	-	-	-	-	1	-
Code Enforcement Officers	4	-	4	-	4	-
Administrative Assistant	2	-	2	-	2	-
Total	7	-	7	-	8	-
Full Time Equivalent	7	-	7	-	8	-



FY 24 Objectives -

- Monitor 100% of all businesses reported by Building & Licenses as being non-responsive to the annual mail-out of tax receipt renewal.
- All Code Enforcement Officers to receive certification through FACE program for Code Enforcement
- Decrease the number of derelict and abandoned buildings through a joint effort with the Police department.
- Increase the reporting of illegal dumping throughout the City.
- Eliminate commercial vehicles parking in residential districts.
- Educate the community about the benefits of ordinance requirements and code standards to be proactive in preventing future violations.

FY 24 Measurements -

- Issue 100% notices to all non-compliant businesses reported by Building & Licensing department.
- Schedule two classes for upcoming year through the Florida Association of Code Enforcement (FACE) certification upon available classes.
- Strive for better utilization of internal and external resources, to include Public Works and Miami Dade County code enforcement for better code accountability.
- Continue to identify commercial vehicles parked during nights and weekends, in an effort to greatly reduce the number.
-



Results vs. FY 23 Objectives -

- Decrease number of abandoned/unsightly properties. **Results:** – Eight properties from our absentee property list have been remodeled.
- Reduce illegal dumping. **Results:** Ongoing process, combined efforts of Code Enforcement & Police task forces has shown a decrease in overall illegal dumping which has also resulted in multiple arrests and greater public input and awareness.
- Increase the number of water vessels registrations annually. **Results:** 27 notices have been issued resulting in multiple new registrations.
- Utilize the Build Better Opa-Locka application (community reporting system for reporting of issues requiring Code Enforcement attention) to improve responsiveness. **Results:** ongoing process; began to receive grievances through code enforcement email system by the public resulting in better code compliance and public awareness and familiarity with the Build Better Opa-Locka app.

Results vs. FY 23 Measurements -

- Business Tax Receipts – **Results:** Follow up on all businesses reported by Building & Licenses as being non-responsive to the annual mail-out of tax receipt renewal correspondence of non-responsive businesses. – **Results:** of all notices sent over 60% compliance was achieved.
- New vehicles for department – **Results:** – acquired and already being utilized.
- Code Enforcement complaints received through Build Better Opa Locka system – **Results:** Multiple complaints received which led to a positive impact and response.
- Reduction of illegal dumping – **Results:** Several violators have been caught through our task force efforts and community reporting.





**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Code Compliance

23		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
521120	Salaries - Regular	179,127	345,628	360,243	14,615	390,900	30,657
521140	Salaries - Overtime	-	1,500	1,500	-	2,500	1,000
	Total Salaries	179,127	347,128	361,743	14,615	393,400	31,657
	<u>Benefits</u>						
521210	FICA	12,958	27,347	27,675	328	30,095	2,420
521220	Retirement	21,388	34,792	43,084	8,292	53,384	10,300
521230	Life And Health Insurance	18,215	39,943	39,321	(622)	48,298	8,977
	Total Benefits	52,561	102,082	110,080	7,998	131,777	21,697
	Total Compensation	231,688	449,210	471,823	22,613	525,177	53,354
	<u>Operating Expense</u>						
521312	Other Professional Services	3,600	10,200	10,000	(200)	12,000	2,000
521340	Other Contracted Services	-	9,078	3,000	(6,078)	30,000	27,000
521400	Travel & Per Diem	-	200	200	-	1,500	1,300
521420	Postage	3,463	15,500	15,000	(500)	16,000	1,000
521440	Rentals & Leases	-	3,000	800	(2,200)	3,000	2,200
511470	Printing & Binding	-	-	-	-	1,000	1,000
521493	General Expense	-	2,000	1,500	(500)	2,000	500
521510	Office Supplies	1,967	1,800	1,000	(800)	1,500	500
521511	Lien Recording Charges	524	1,500	500	(1,000)	1,500	1,000
521520	Operating Expense	1,616	2,000	1,100	(900)	2,000	900
521521	Clothing & Uniform Expense	1,038	4,000	1,800	(2,200)	1,500	(300)
515540	Memberships	-	-	-	-	1,000	1,000
521541	Educational Costs	-	5,000	-	(5,000)	5,000	5,000
515547	Conferences & Meetings	-	1,000	-	(1,000)	3,500	3,500
521648	Vehicle Lease	-	26,800	19,537	(7,263)	50,812	31,275
	Total Operating Expense	12,207	82,078	54,437	(27,641)	132,312	77,875
	<u>Capital</u>						
521642	Office Furniture & Equipment	-	6,300	200	(6,100)	6,300	6,100
521646	Computer Equipment	-	2,400	2,400	-	-	(2,400)
	Total Capital	-	8,700	2,600	(6,100)	6,300	3,700
	Total Expense	243,895	539,988	528,860	(11,128)	663,789	134,929



Code Compliance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Special Magistrate services	12,000
Other Contracted Services	Body Camera	3,000
	Correct Name on Vehicles	2,000
	Lien Search	25,000
	Total	28,000
Travel & Per Diem	Local travel, parking, etc.	1,500
Postage	Code Enforcement violation correspondence	16,000
Printing & Binding	Printing of division brochure	1,000
Rentals & Leases	Copier Maintenance and Usage	3,000
General Expense	Miscellaneous unanticipated small expenditures	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	1,500
Memberships	Membership fees	1,000
Education Costs	Officer Code Enforcement training	5,000
Conference & Meetings	Conference fees	3,500
Vehicle Lease	Leasing of four vehicles	50,812
Office Furniture & Equipment	Miscellaneous office furniture	6,300

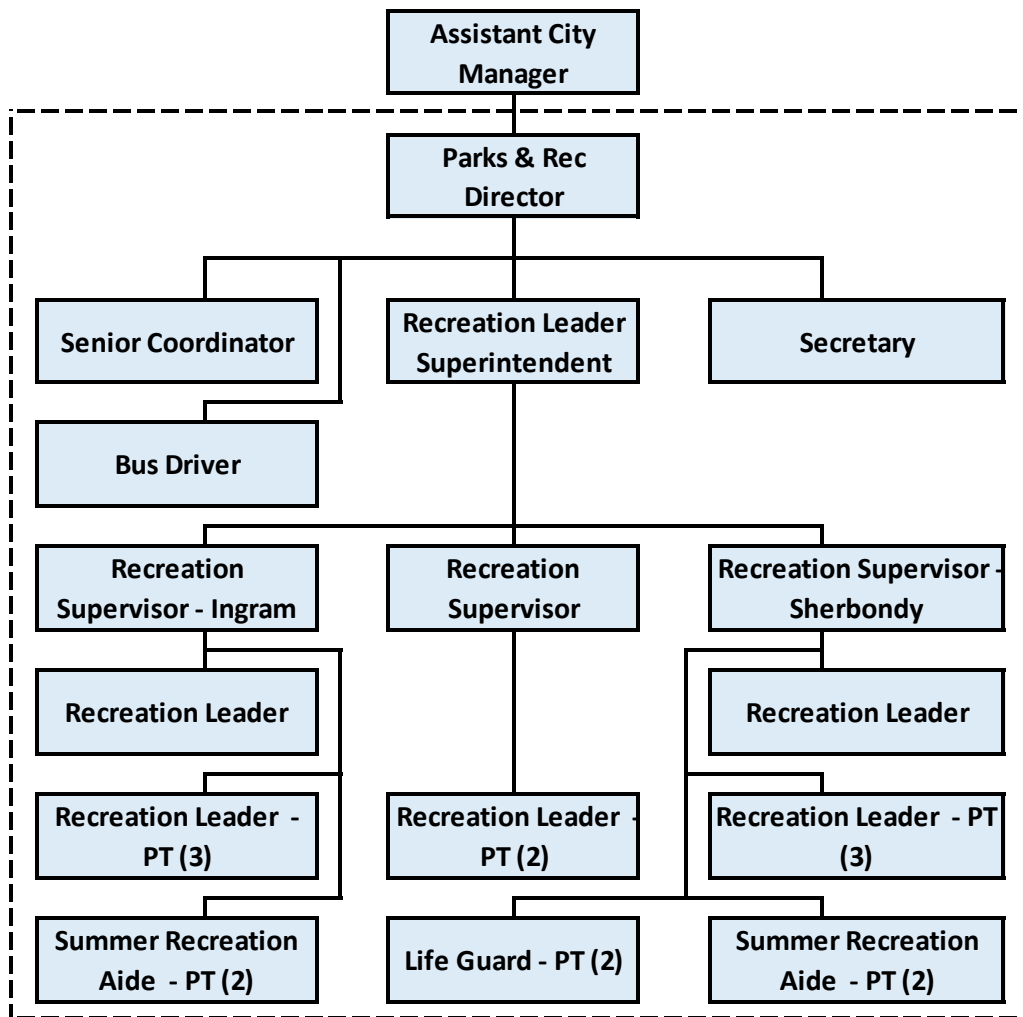
Parks & Recreation





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.

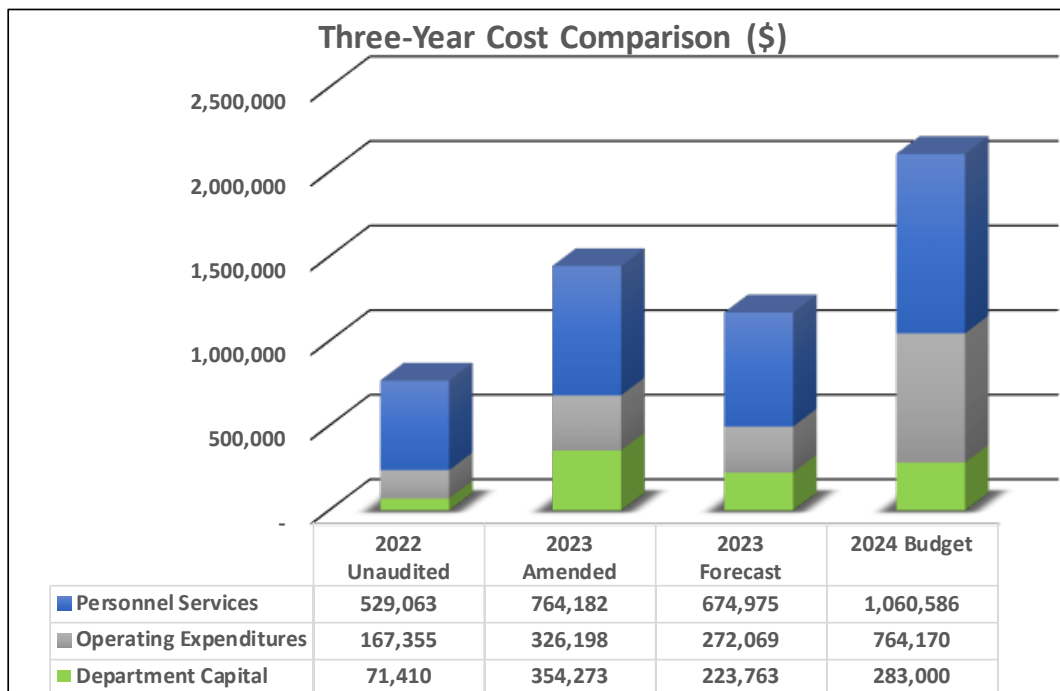




Goal – Provide professional and diverse leisure opportunities through inclusive parks, facilities, programs, and open space, ensuring that Opa-locka is a desirable place to live, work, and play.

Budget Summary –

Position Summary - Parks & Recreation						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Parks & Recreation Director	1	-	1	-	1	-
Recreation Leader Superintendent	-	-	1	-	1	-
Senior Citizens Coordinator	1	-	1	-	1	-
Assistant Director Parks & Rec	1	-	1	-	-	-
Recreation Leader Supervisor	-	-	3	-	3	-
Parks & Recreation Leader	4	5	-	6	2	8
Bus Driver	-	1	-	-	1	-
Executive Secretary	1	-	1	-	1	-
P&R Leader Life Guard	-	2	-	2	-	2
Community Out Reach	-	1	-	1	-	-
Recreation Aide - Summer	-	4	-	4	-	4
Park Maintenance Aide	-	-	-	2	-	-
Total	8	13	8	15	10	14
Full Time Equivalent	8	7	8	8	10	7





Current Year Accomplishments -

- Summer Camp at three parks (Ingram, Sherbondy and Segal)
- Increased participation in the Seniors on the Move program.
- All park facilities open
- Decorative eight-foot iron fences at three parks (Ingram, Sherbondy and Segal) for enhanced security and significantly improved aesthetics
- Four of five football teams (150 youth) made the play-offs, with two going to the Super Bowl and bringing home a Super Bowl trophy
- Four squads of cheerleaders (45 youth) won a combination of six trophies.
- Sherbondy pool open year-round.
- Installation of new well-equipped fitness gym at Sherbondy
- Summer Meals for both Segal Park & Sherbondy Village
- Received two Florida Recreation Development Assistance Program (FRDAP) grants of \$50,000 each for Sherbondy and Segal Parks for FY 24
- Reinstitution of Movie Nights at the Park program
- Implemented swim instruction program for community youth and other residents

FY 24 Objectives -

- Implement parks-oriented software to enhance administrative procedures
- Operate the Parks & Recreation system seven days a week.
- Receive consultant-prepared Parks & Recreation Master Plan and begin implementation.
- Seek additional grants to further enhance Parks & Recreation facilities and programs
- Continue to partner with other agencies, e.g., P-SWAPS – provider of swimming instruction, to increase the range of programs offered by the City.
- Operate After School Programs at Ingram and Sherbondy Parks
- Reactivate fitness, wellness and healthy eating programs.
- Conduct grassroots outreach program with Parks & Recreation staff going out into the community to make the community aware of programs being offered by the Department
- Implement programs focused on at-risk youth
- Implement new athletic programs, e.g., lacrosse
- Develop brochure promoting Parks & Recreation programs

FY 24 Measurements -

- Increase youth and teen participation in Parks & Recreation programs – Target = 50%
- Increase participation in Senior programs – Target = 50%
- Increase participation in athletic programs – Target – 50%

Results vs. FY 23 Objectives -

- Youth After-School program to be implemented
- Establish National Parks Standards in Parks & Recreation programs
- Reorganize department to align skills with responsibilities and improve efficiency.
- Partner with other organization to bring new events and programs to the City, including youth programs.
- Apply for grant opportunities.
- Reactivate fitness and healthy eating programs.



- Focus on staff development to enhance work ethic and knowledge of Parks & Recreation function
- Increase community awareness of Parks & Recreations events
- Development of brochures to promote recreation and parks opportunities

Results vs. 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= 50%





Parks & Recreation - Part I

72		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
572110	Salaries - Executive	86,561	80,396	80,395	(1)	81,422	1,027
572120	Salaries - Regular	244,957	278,503	258,102	(20,401)	410,480	152,378
572130	Salaries - Part Time	40,507	214,538	160,415	(54,123)	299,279	138,864
572140	Salaries - Overtime	26,777	25,000	25,000	-	15,000	(10,000)
	Total Salaries	398,802	598,437	523,912	(74,525)	806,181	282,269
	<u>Benefits</u>						
572210	FICA	29,227	45,326	40,078	(5,248)	61,678	21,600
572220	Retirement	53,113	69,558	62,396	(7,162)	109,400	47,004
572230	Life And Health Insurance	47,922	50,861	48,589	(2,272)	83,327	34,738
	Total Benefits	130,261	165,745	151,063	(14,682)	254,405	103,342
	Total Compensation	529,063	764,182	674,975	(89,207)	1,060,586	385,611



Parks & Recreation - Part II

72		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Total Compensation	529,063	764,182	674,975	(89,207)	1,060,586	385,611
	<u>Operating Expense</u>						
572312	Other Professional Services	12,842	83,028	51,000	(32,028)	76,000	25,000
572340	Other Contracted Services	10,500	9,000	5,000	(4,000)	5,000	-
572400	Travel & Per Diem	-	6,000	-	(6,000)	3,500	3,500
572403	Special Events	59,269	94,300	94,256	(44)	413,400	319,144
572420	Postage	60	200	100	(100)	100	-
572440	Rentals & Leases	3,954	3,120	3,120	-	3,120	-
511470	Printing & Binding	-	-	-	-	1,000	1,000
572461	Building Repair & Maintenance	1,800	-	3,980	3,980	2,000	(1,980)
572462	Grounds Maintenance	-	-	-	-	-	-
572463	Pool Maintenance	14,956	12,000	15,650	3,650	15,750	100
572467	Repair & Maint - Mach & Equip	-	5,000	1,000	(4,000)	1,000	-
572481	Recreation Programs	-	5,000	-	(5,000)	-	-
572482	After-School Program	(3,570)	15,800	11,800	(4,000)	13,000	1,200
572483	Out Of School Camp	1,158	3,000	-	(3,000)	1,250	1,250
572487	Football	32,957	21,700	26,000	4,300	31,000	5,000
572488	Basketball	2,092	2,800	1,773	(1,027)	4,400	2,627
572489	Track	3,693	4,250	7,440	3,190	6,000	(1,440)
572490	Baseball (Little Leagues)	-	2,700	-	(2,700)	2,700	2,700
572491	Cheerleading	1,500	3,300	500	(2,800)	4,800	4,300
572492	Soccer	-	3,500	3,500	-	3,500	-
572493	General Expense	1,379	4,000	4,000	-	4,000	-
572494	Drama	-	-	-	-	5,000	5,000
572510	Office Supplies	4,935	2,800	3,500	700	3,500	-
572522	Uniforms	1,390	2,500	3,000	500	3,000	-
572540	Memberships	400	3,500	1,450	(2,050)	1,950	500
572541	Educational Costs	1,161	3,000	1,500	(1,500)	3,000	1,500
515547	Conferences & Meetings	-	2,000	-	(2,000)	1,200	1,200
572552	Seniors Services	12,257	20,700	22,500	1,800	122,500	100,000
572553	Summer Camp Program	8,272	13,000	11,000	(2,000)	11,000	-
	Total Operating Expense	167,355	326,198	272,069	(54,129)	742,670	470,601
	<u>Capital</u>						
572630	Improvement - Other Than Bldg	42,892	80,273	88,314	8,041	100,000	11,686
572640	Machinery & Equipment	9,821	19,000	26,000	7,000	20,000	(6,000)
572642	Furniture & Equipment	11,388	-	-	-	3,000	3,000
572646	Computers	7,308	-	-	-	10,000	10,000
572648	Vehicle Purchase	-	255,000	109,449	(145,551)	150,000	40,551
	Total Capital	71,410	354,273	223,763	(130,510)	283,000	59,237
	Total Expense	767,828	1,444,653	1,170,807	(273,846)	2,086,256	915,449



Parks & Recreation - Footnote Detail – Page I

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Fitness Program	6,000
	Mobile Office	25,000
	Master Plan Rollover	45,000
	Total	76,000
Other Contracted Services	Other	5,000
Travel & Per Diem	State & National Parks & Recreation Conferences	3,500
Special Events	Arabian Nights	250,000
	Bike Opa-locka	1,000
	Black History Month	4,000
	Christmas Toys	6,000
	Christmas Tree Lighting	5,000
	City Birthday Celebration	15,000
	Commission Discretionary	25,000
	Community Chess Tournament	6,000
	Conga Locka	25,000
	Earth Day	5,000
	Easter Event	2,500
	Halloween Fun Night	4,800
	July 4th	25,000
	Juneteenth	10,000
	Karaoke	5,000
	Memorial Day Pool Party	1,600
	MLK Walk	5,000
	National Day of Prayer	1,500
	School Book Bag (\$20 per)	4,000
	Thanksgiving Turkeys	3,500
	Track Invitational Meet	3,500
	Women's History Month	5,000
	Total	413,400
Postage	Miscellaneous Mailings	100
Rentals & Leases	Copier	3,120
Printing & Binding	Printing Parks and Rec brochure	1,000
Building Repair & Maintenance	Details Not Available	2,000
Pool Maintenance	Monthly pool maintenance	15,750
Repair & Maint - Machine & Equip	Funds for Machinery and Equip repairs	1,000
Recreation Program	Future programs to be identified	0
After-School Program	Supplies & Equipment	5,500
	Snacks, Field Trips, Special Events	4,000
	Kids Eating Healthy	1,500
	Operation Safe Flying	2,000
	Total	13,000
Out-Of-School Camp	Single Days	0
	Winter Camp - 2 Weeks	750
	Spring Camp - One Week	500
	Total	1,250



Parks & Recreation - Footnote Detail – Page II

Account Name	Footnote Detail	Proposed Budget (\$)
Football	Equipment	12,000
	League Fees	5,000
	Uniforms	5,000
	Awards	1,000
	Officials	5,500
	Travels	2,000
	Other	500
	Total	31,000
Basketball	Uniforms	2,000
	Awards	800
	Equipment	1000
	League Fees	600
	Total	4,400
Track	Awards	2000
	Equipment	500
	Uniforms	500
	Registration Fees	3,000
	Total	6,000
Baseball (Little League)	Uniforms	1500
	Awards	300
	Equipment	1,000
	League Fees	500
	Total	2,700
Cheerleading	Uniforms	1,500
	Awards	300
	Travel	3,000
	Total	4,800
Soccer	Uniforms	300
	Awards	200
	Equipment	1,000
	Competition	1,500
	Travel	500
	Total	3,500
General Expense	Miscellaneous expense for unidentified	4,000
Drama	Miscellaneous expense to start program	5,000



Parks & Recreation - Footnote Detail – Page III

Account Name	Footnote Detail	Proposed Budget (\$)
Office Supplies	Miscellaneous Office Supplies	3,500
Uniforms (Staff)	Staff uniforms	3,000
Memberships	FRPA, NRPA, Other	1,950
Education	Miscellaneous staff development	3,000
Conferences & Meetings	Conference & Meetings	1,200
Seniors Services	Food	8,000
	Senior Grant	100,000
	Trips	5,000
	Fitness	1,500
	T-Shirts	2,000
	Special Events	3,000
	Supplies & Equipment	2,000
	Arts & Crafts	1,000
	Total	122,500
Summer Camp	Clothing (Shirts)	1,000
	Special Events	2,500
	Field Trips	5,000
	Supplies	2,500
	Total	11,000
Improvements Other than Bldg	Playground renovation	100,000
Machinery & Equipment	Lightning Detection System	10,000
	Golf Cart	10,000
	Total	20,000
Furniture & Equipment	Folding Chairs	3,000
Computers	From Senior Grant	10,000

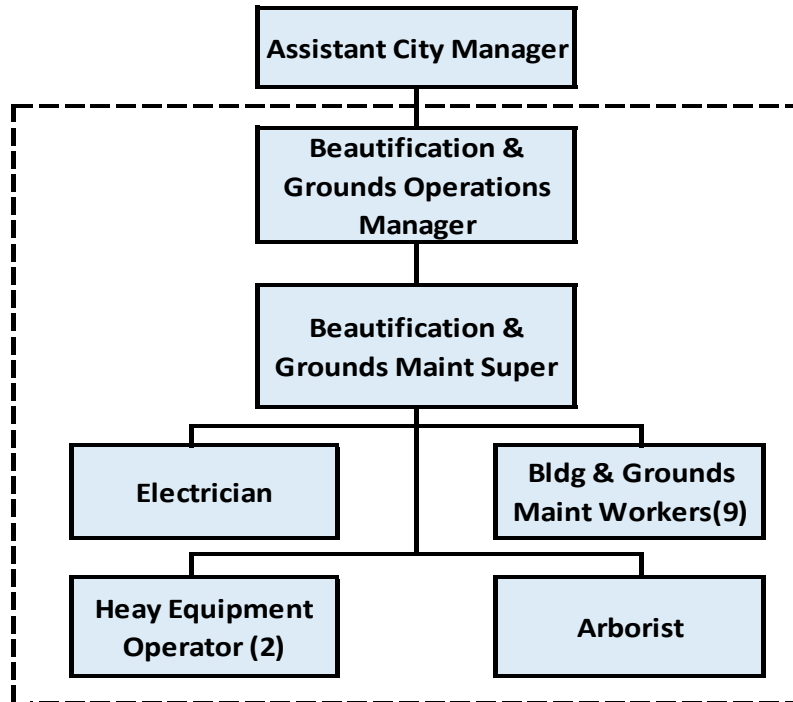
Beautification & Maintenance





BEAUTIFICATION & GROUNDS MAINTENANCE

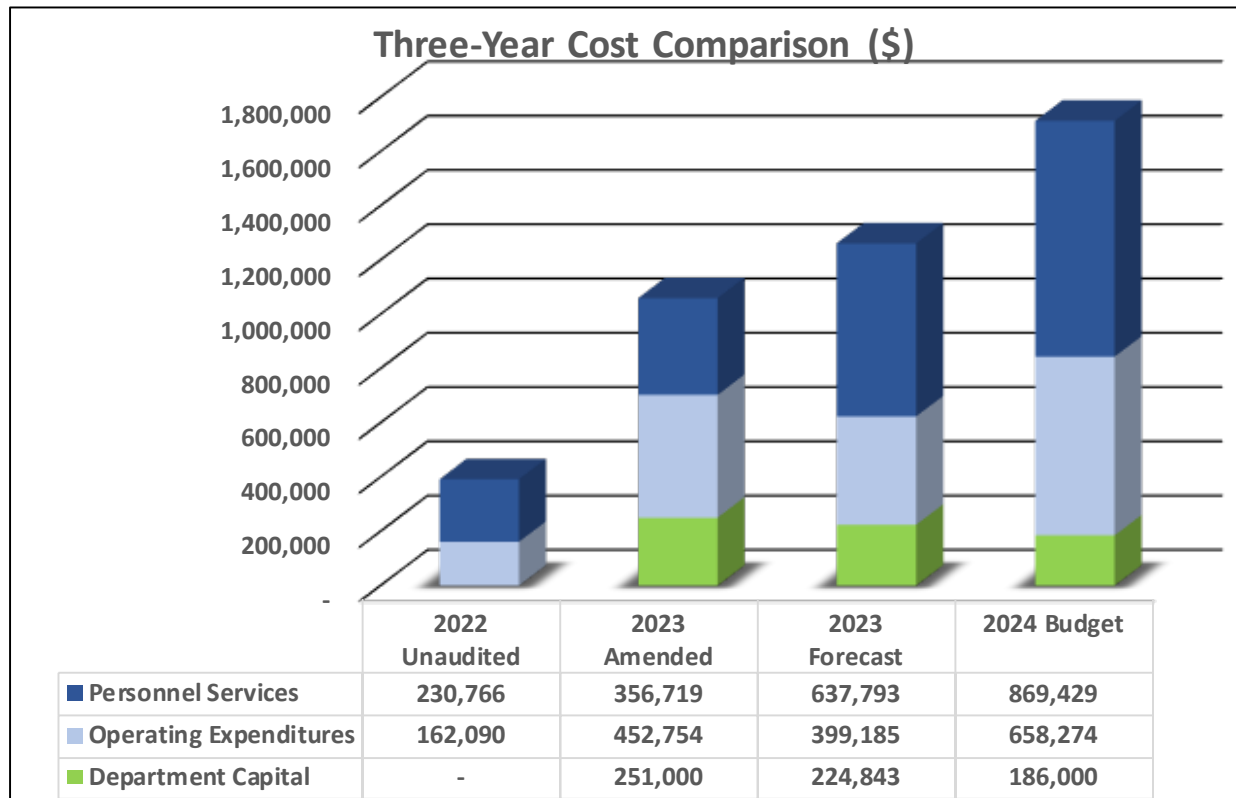
Mission – The Beautification & Maintenance division will continue its efforts to provide maintenance and enhancement to the City’s parks, public grounds, road right-of-way and City facilities. We are committed to taking action to make the City of Opa-locka a cleaner, litter-free place to live, work, and play.



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 while beautifying the City.

Budget Summary -

Position Summary - Beautification & Maintenance						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
PW Superintendent	-	-	-	-	-	-
Building Operations Manager	-	-	-	-	1	-
Field Supervisor	1	-	-	-	-	-
Building & Maint Superintendent	-	-	1	-	1	-
Electrician	1	-	1	-	1	-
Maintenance Worker	3	-	3	1	9	-
Carpenter Helper	1	-	-	-	-	-
Heavy Equipment Operator	-	-	2	-	2	-
Arborist	-	-	-	-	1	-
Total	6	-	7	1	15	-
Full Time Equivalent	6	-	7	0.5	15	-



Current Year Accomplishments -

- Exterior Painting of City-owned facilities
- Exterior upgrades to City facilities
- Ongoing maintenance of City facilities
- Phase 1 of water efficient toilets
- Installation of new automatic security gate
- Phase 1 of installation of LED lighting

FY 24 Objectives -

- Prepare and Implement a Citywide Beautification Plan
- Upgrade City medians to bring curb appeal
- Phase 2 of water efficient toilets
- Phase 2 of installation of LED lighting
- Flooring replacement at Sherbondy Village
- Interior upgrades at Public Works facility
- Conduct energy audit of City facilities
- Ongoing maintenance of City owned facilities
- Increase productivity



FY 24 Measurements -

- Increase the Beautification of the City by measuring the amount of trash dumped
- Conduct energy audit of City facilities
- Measure the survivability of City-owned trees

Results vs. FY 23 Objectives -

- Continued Cleanliness of surrounding grounds – ongoing
- Reduce Reliance on Corrective Maintenance and Contribute to a more efficient and effective maintenance program – ongoing
- Increase Productivity – ongoing
- Optimize Energy Usage – deferred to FY 24
- Interior painting of all City owned facilities – deferred to FY 24
- Exterior upgrades to City facilities and pumpstations – completed
- Ongoing maintenance of all City facilities – ongoing
- Citywide upgrade to water efficient toilets - onging

Results vs. FY 23 Measurements -

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





Beautification & Maintenance

39		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
541120	Salaries-Regular	170,774	179,073	442,542	263,469	621,894	179,352
541130	Salaries-Part-Time	-	24,863	23,682	(1,181)	-	(23,682)
541140	Salaries - Overtime	5,013	5,000	5,000	-	4,500	(500)
	Total Salaries	175,787	208,936	471,224	262,288	626,394	155,170
	<u>Benefits</u>						
541210	FICA	12,593	35,333	36,047	714	47,919	11,872
541220	Retirement	19,349	55,005	56,124	1,119	85,004	28,880
541230	Life And Health Insurance	23,038	57,445	74,398	16,953	110,112	35,714
	Total Benefits	54,980	147,783	166,569	18,786	243,035	76,466
	Total Compensation	230,766	356,719	637,793	281,074	869,429	231,636
	<u>Operating Expense</u>						
541340	Other Contracted Services	43,449	221,000	220,900	(100)	372,200	151,300
541341	Uniform Rental/Laundry	1,619	3,561	3,561	-	5,096	1,535
541431	Solid Waste Disposal Fee	-	32,417	25,000	(7,417)	50,000	25,000
541440	Rentals & Leases	5,509	30,000	19,000	(11,000)	70,180	51,180
541521	Clothing & Uniform Expense	-	1,600	1,600	-	2,000	400
541541	Education	-	-	-	-	3,000	3,000
541461	Building Repair & Maint	92,709	98,760	90,000	(8,760)	105,000	15,000
541462	Grounds Maintenance	-	13,794	13,794	-	20,000	6,206
541467	Repairs - Mach & Equip	-	500	500	-	500	-
541493	General Expense	3,672	8,000	3,000	(5,000)	3,000	-
541520	Operating Expense	-	9,422	-	(9,422)	500	500
541551	Maintenance Supplies	15,133	17,500	17,500	-	18,500	1,000
541648	Vehicles - Leased	-	16,200	4,330	(11,870)	27,478	23,148
	Total Operating Expense	162,090	452,754	399,185	(53,569)	677,454	278,269
	<u>Capital</u>						
541620	Building Improvement	-	181,000	160,000	(21,000)	121,000	(39,000)
541630	Improvements Other Than Building	-	40,000	40,000	-	15,000	(25,000)
541640	Machinery & Equipment	-	30,000	24,843	(5,157)	50,000	25,157
	Total Capital	-	251,000	224,843	(26,157)	186,000	(38,843)
	Total Expense	392,857	1,060,473	1,261,821	201,348	1,732,883	471,062



Beautification Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	Plumbing Upgrade	10,000
	Landscaping – My Lawn	202,200
	Christmas Street Decorations	25,000
	Landscaping – Miscellaneous	15,000
	Tree Trimming Service	30,000
	Locksmith	5,000
	Cleaning, Pest Control, Fire Alarm	40,000
	Other	45,000
	Total	372,200
Uniform Rental / Laundry	Employee uniform rental	5,096
Solid Waste Disposal Fee	Tipping Fees levied by the County for dumping	50,000
Rental & Leases	Bucket Truck Rental as needed	50,000
	Parking Lot adjacent to Sherbondy	6,180
	Temp office at Ingram Park	9,000
	Other Rentals	5,000
	Total	70,180
Clothing & Uniform Expense	Protective Shoes and Hazmat Suits	2,000
Education	Arborist Training	3,000
Building Repair and Maint.	Electrical	6,180
	Elevator Quarterly Maintenance	8,240
	Fire Alarm Maintenance	5,150
	Fence Repair	4,120
	Fire Alarm Other	7,725
	A/C Repair	6,500
	Janitorial Services	5,665
	Other	61,420
	Total	105,000
Grounds Maintenance	Lawn and Tree Maintenance	20,000
Repairs – Machines -Equipment	Repair of Public Works Equipment	500
General Expense	For small unanticipated expenditures for which no other account is applicable	3,000
Operating Expense	Miscellaneous	500
Maintenance Supplies	Small supplies needed from hardware stores etc	18,500
Vehicles – Leased	Payment for vehicle lease and Maintenance	27,478
Improvements Other Than Building	Funds for improvements other than buildings, Park Enhancements	15,000
Machinery & equipment	Tractor Mower with reaching angular arm	50,000
Building Improvements	Interior Painting	75,000
	Reflooring Sherbondy, Helen Miller	31,000
	Other	15,000
	Total	121,000

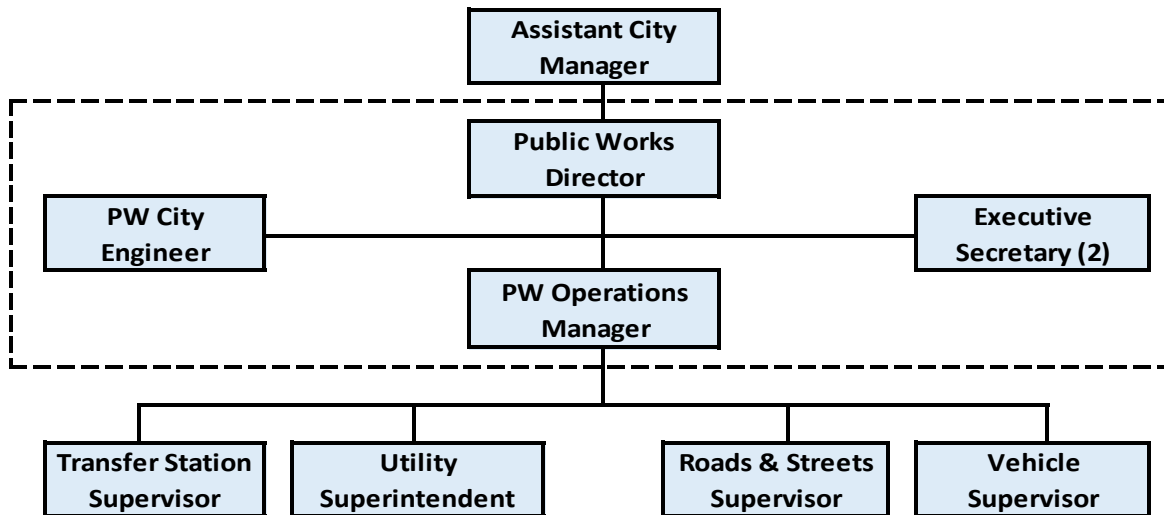
Public Works Administration





PUBLIC WORKS – ADMINISTRATION

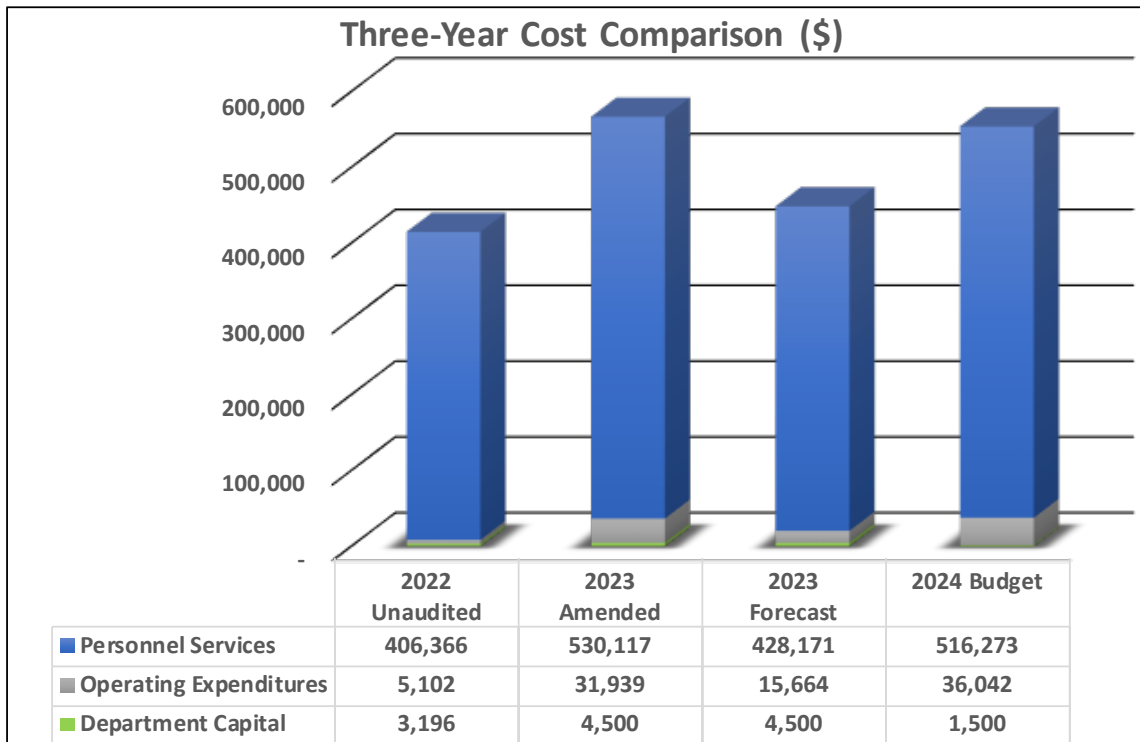
Mission – Coordinate the activities of three Public Works divisions and four Public Utilities divisions to ensure continuing cost-effective and customer-focused services in addressing City priorities in a quality and responsive manner. Serve as the primary point of contact in working with Miami-Dade County water and sewer services to ensure coordination and agreement in the manner in which the County provides and charges for water and sewer service for the City and bills the majority of the City’s utility customers.



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

Budget Summary –

Position Summary - PW Administration						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Public Works Director	0.5	-	1	-	1	-
City Engineer	0.2	-	1	-	1	-
Executive Secretary	1	-	2	-	2	-
CIP Project Manager	0.5	-	-	-	-	-
Cip Project Coordinator	0.5	-	-	-	-	-
PW Superintendent	1	-	1	-	-	-
Public Works Ops Manager	1	-	1	-	1	-
Administrative Assist	0.3	-	-	-	-	-
Total	5	-	6	-	5	-
Full Time Equivalent	5	-	6	-	5	-



Current Year Accomplishments – Accomplishments indicated in the Public Works and Public Utilities divisions.

FY 24 Objectives – FY 24 Objectives indicated in the Public Works and Public Utilities division sections.

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





Public Works - Admin

32		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
541110	Salaries - Executive	132,107	113,043	111,652	(1,391)	115,313	3,661
541120	Salaries - Regular	194,345	293,466	214,740	(78,726)	271,478	56,738
541140	Salaries - Overtime	340	1,300	1,000	(300)	-	(1,000)
	Total Salaries	326,791	407,809	327,392	(80,417)	386,791	59,399
	<u>Benefits</u>						
541210	FICA	23,866	31,648	25,045	(6,603)	29,589	4,544
541220	Retirement	31,142	49,273	38,992	(10,281)	52,487	13,495
541230	Life And Health Insurance	24,566	41,387	36,742	(4,645)	47,406	10,664
	Total Benefits	79,574	122,308	100,779	(21,529)	129,482	28,703
	Total Compensation	406,366	530,117	428,171	(101,946)	516,273	88,102
	<u>Operating Expense</u>						
541340	Other Contracted Services	-	4,000	2,500	(1,500)	2,500	-
541400	Travel	-	1,000	-	(1,000)	2,400	2,400
541420	Postage	38	500	300	(200)	350	50
541440	Rentals & Leases	1,859	3,778	3,578	(200)	3,578	-
511470	Printing & Binding	-	-	-	-	2,000	2,000
541493	General Expense	-	3,000	3,000	-	3,000	-
541510	Office Supplies	2,550	4,000	4,000	-	4,000	-
541540	Memberships	390	3,261	-	(3,261)	3,200	3,200
515547	Conferences & Meetings	-	2,000	-	(2,000)	2,000	2,000
541648	Vehicle Lease	-	-	2,286	2,286	13,014	10,728
	Total Operating Expense	5,102	31,939	15,664	(16,275)	36,042	20,378
	<u>Capital</u>						
541642	Furniture & Equipment	-	1,500	1,500	-	1,500	-
541646	Computers	3,196	3,000	3,000	-	-	(3,000)
	Total Capital	3,196	4,500	4,500	-	1,500	(3,000)
	Total Expense	414,664	566,556	448,335	(118,221)	553,815	105,480



Public Works - Administration - Footnote Detail

Account Name	Footnote Detail	Proposed Budget
Other Contracted Services	Miscellaneous Services	2,500
Travel	Travel – Conferences, Hotels, Transportation	2,400
Postage	Miscellaneous mailing	350
Rentals & Leases	Copier	3,578
Printing & Binding	Printing of division brochure	2,000
General Expense	Miscellaneous Minor Unanticipated Expenditures	3,000
Office Supplies	Miscellaneous	4,000
Memberships	American Water Works Assoc	2,500
	American Public Works Assoc	450
	Professional Engineering License	250
	Total	3,200
Conferences & Meetings	Conferences – AWAA, APWA	2,000
Vehicle Lease	Vehicle Lease	13,014
Furniture & Equipment	Monitors	1,500

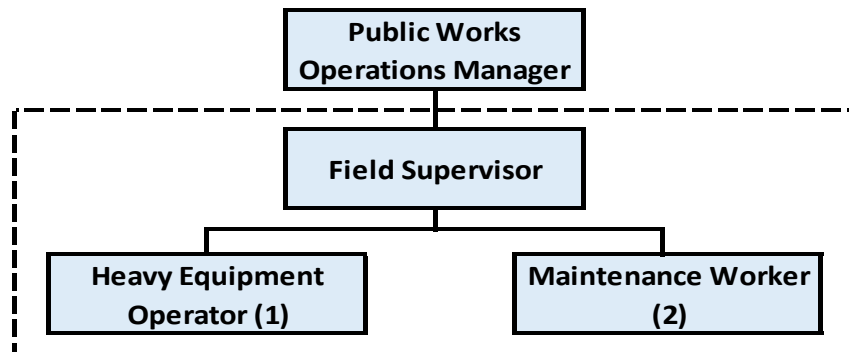
Roads & Sidewalks





PUBLIC WORKS – ROADS & SIDEWALKS

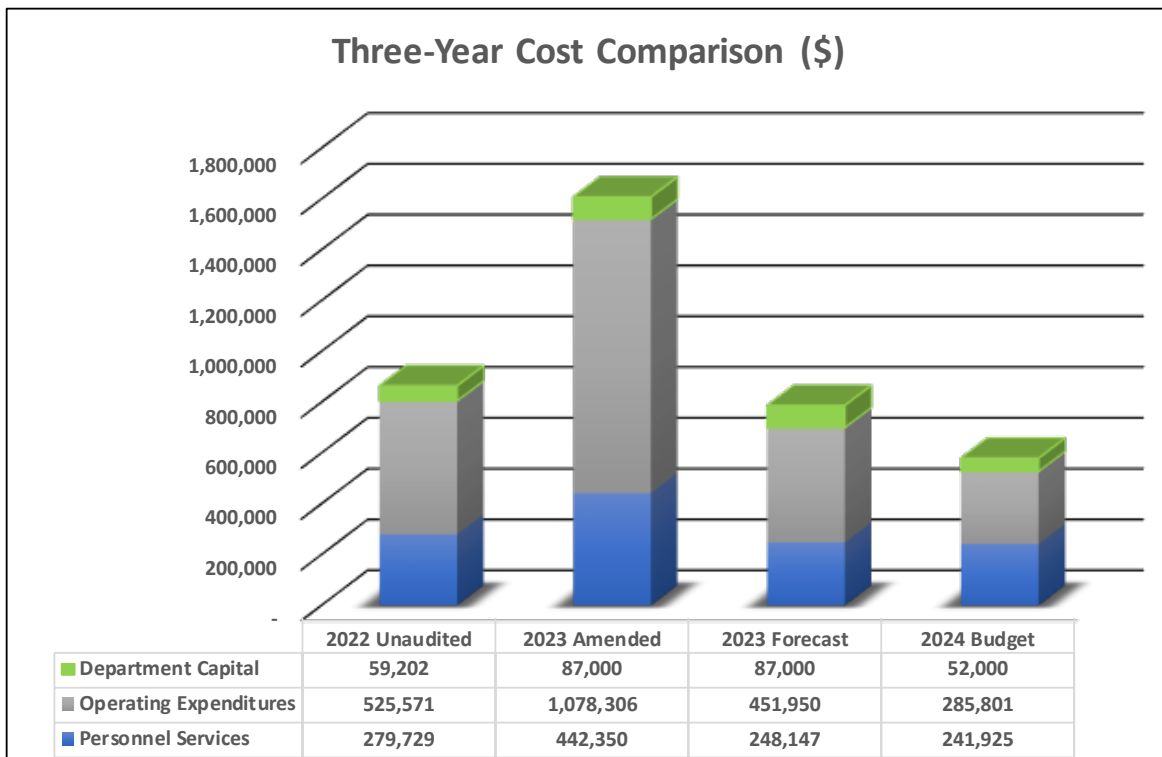
Mission – Maintenance, repair and construction activities, including resurfacing and pothole mitigation and sidewalks for all City streets, alleys and rights-of way and medians. Removal of illegal dumping.



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.

Budget Summary –

Position Summary - Roads and Streets						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Field Supervisor	0.5	-	1	-	1	-
Maintenance Worker	8	-	8	-	2	-
Heavy Equipment Operator	1	-	3	-	1	-
Utility Worker	1	-	1	-	-	-
Total	10.5	-	13	-	4	-
Full Time Equivalent	10.5	-	13	-	4	-



Current Year Accomplishments –

- Sidewalk repair program for beautification and safety purposes.
- Ongoing pothole patching program

FY 24 Objectives –

- Ongoing pothole patching program
- Continuation of sidewalk repair program
- Finalized installation of high intensity streetlights throughout the City to increase safety and serve as a deterrence to illegal dumping.

FY 23 Measurements -

- Repaired sidewalk – Target = 100 linear feet

Results - FY 23 Objectives -

- Continued focus on identification and repair of potholes – **Significant reduction in number of potholes – Ongoing problem**
- Continued sidewalk repairs – **Ongoing - \$25,000 project**



Results - FY 23 Measurements -

- Repaired 60 feet – sidewalks.
- Utilized 150 yards of asphalt in the mitigation of potholes.





Public Works - Roads and Sidewalks

41		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
541120	Salaries-Regular	244,434	308,021	176,128	(131,893)	168,118	(8,010)
541140	Salaries - Overtime	16,094	18,000	16,000	(2,000)	10,000	(6,000)
	Total Salaries	260,528	326,021	192,128	(133,893)	178,118	(14,010)
	<u>Benefits</u>						
541210	FICA	19,201	20,658	14,697	(5,961)	13,626	(1,071)
541220	Retirement	30,384	40,286	22,883	(17,403)	24,170	1,287
541230	Life And Health Insurance	42,689	55,385	18,439	(36,946)	26,011	7,572
	Total Benefits	92,274	116,329	56,019	(60,310)	63,807	7,788
	Total Compensation	352,802	442,350	248,147	(194,203)	241,925	(6,222)
	<u>Operating Expense</u>						
541312	Other Professional Services	-	235,000	-	(235,000)	-	-
541340	Other Contracted Services	301,172	450,500	190,966	(259,534)	42,000	(148,966)
541341	Uniform Rental/Laundry	3,289	4,039	4,000	(39)	1,456	(2,544)
541430	Electricity, Gas & Water	186,572	194,000	189,500	(4,500)	198,500	9,000
541431	Tipping Fees	-	22,583	18,000	(4,583)	-	(18,000)
541440	Rentals & Leases	16,141	25,000	24,000	(1,000)	-	(24,000)
541463	Grounds Maintenance	235	1,206	784	(422)	-	(784)
541467	Repairs - Machinery & Equipment	227	500	500	-	500	-
541493	General Expense	-	12,500	2,000	(10,500)	3,000	1,000
541520	Operating Expense	3,900	25,578	6,500	(19,078)	6,500	-
541521	Clothing & Uniform Expense	574	900	700	(200)	700	-
541530	Road Materials & Supplies	12,652	22,500	13,000	(9,500)	22,000	9,000
541550	Small Tools & Supplies	810	3,000	2,000	(1,000)	2,000	-
541648	Vehicle Lease	-	81,000	-	(81,000)	9,145	9,145
	Total Operating Expense	525,571	1,078,306	451,950	(626,356)	285,801	(166,149)
	<u>Capital</u>						
541640	Machinery & Equipment	59,202	87,000	87,000	-	52,000	(35,000)
	Total Capital	59,202	87,000	87,000	-	52,000	(35,000)
	Total Expense	937,575	1,607,656	787,097	(820,559)	579,726	(207,371)



Public Works – Roads & Sidewalks - Footnote Detail

Account Name	Footnote Detail	Proposed Budget
Other Contracted Services	Asphalt	6,000
	Guardrails	2,000
	Sidewalks - Replace	24,000
	Sidewalks _ Repair	10,000
	Total	42,000
Uniform Rental / Laundry	Employee uniform rental	1,456
Electricity, Gas, Water	City Streetlights	198,500
Rentals & Leases	Various equipment as needed	0
Repairs – Machinery & Equipment	Unplanned equipment repairs	500
General Expense	Miscellaneous unanticipated expenses	3,000
Operating Expense	Safety Products	3,000
	Sand	1,500
	Miscellaneous	2,000
	Total	6,500
Clothing & Uniform Expense	Protective equipment, steel toe shoes	700
Road Materials & Supplies	Concrete, mulch, gravel, etc.	22,000
Small Tools & Supplies	Miscellaneous	2,000
Machinery & Equipment	Backhoe Lease	27,000
	Electronic Street Sign	25,000
	Total	52,000
Vehicle Lease	Pick-up truck lease	9,145

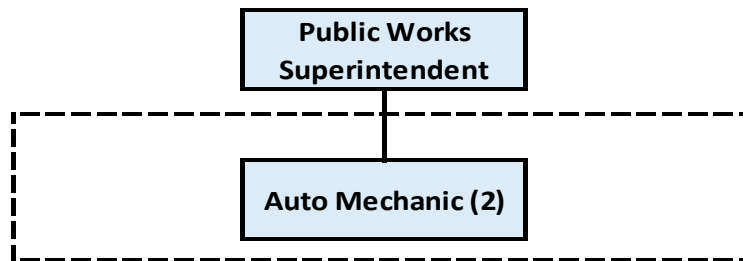
Vehicle Maintenance





PUBLIC WORKS – VEHICLE MAINTENANCE

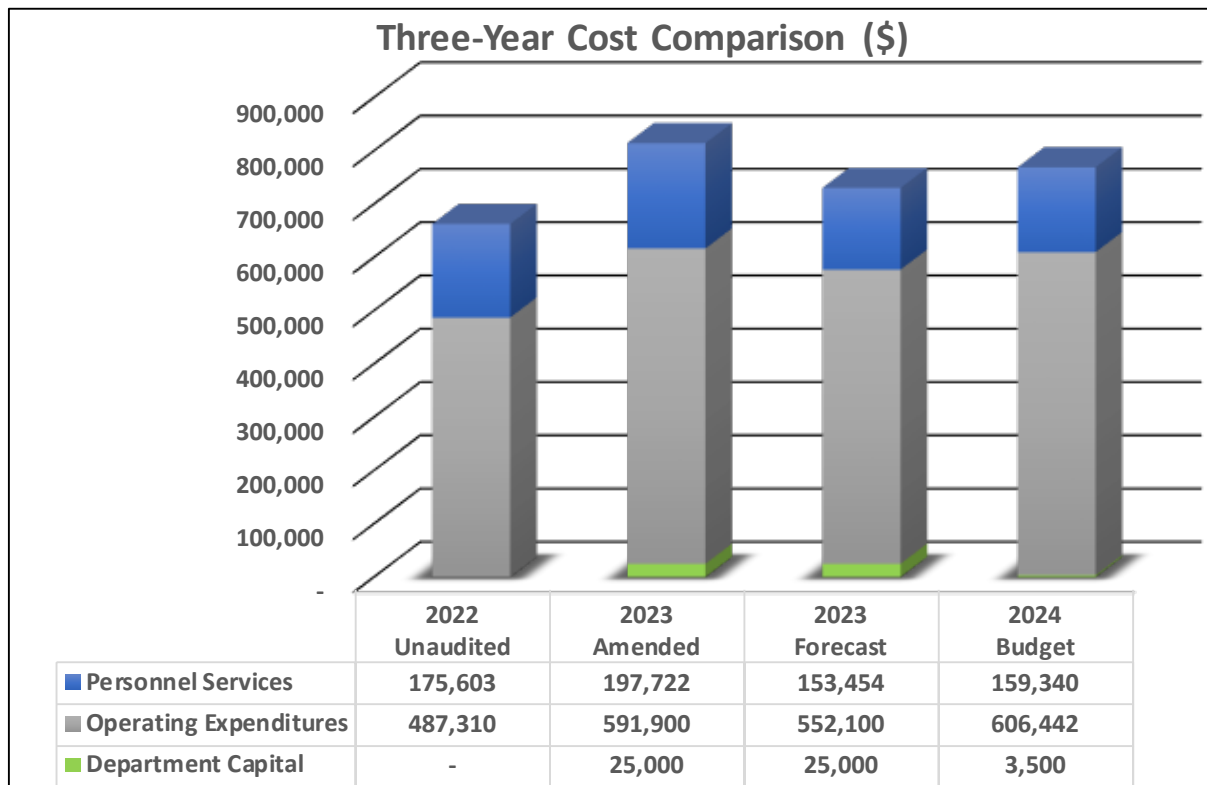
Mission – Cost-effective maintenance service for all City vehicles and heavy equipment, assemble / modify equipment or tools and assist in repair of other ancillary equipment.



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

Budget Summary -

Position Summary - Vehicle Maintenance						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Auto Mechannic	2	-	2	-	2	-
Mechanic Helper	1	-	-	-	-	-
Administrative Assistant	1	-	-	-	-	-
Auto Mechanic Supervisor	-	-	1	-	-	-
Total	4	-	3	-	2	-
Full Time Equivalent	4	-	3	-	2	-



Current Year Accomplishments -

- Implement the use of Fleetio software for repair parts and tires inventory tracking system
- Acquired appropriate tire changing and balancing equipment to eliminate outsourcing to improve turnaround time and provide savings
- Improved overall turnaround time through improving staff productivity
- Removed unused fuel tank to meet DERM requirements
- Installed fleetwide GPS tracking
- Managed City relationship with Enterprise leasing to upgrade City's vehicle fleet

FY 24 Objectives -

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

FY 23 Measurements -

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



Results - FY 23 Objectives -

- Reduce the number of unscheduled repairs by scheduling a minimum of 100 preventative maintenance events per year. - **TBD**
- Implement fleet management software – **80% Completed**
- Request formal competitive bids for parts supplier – **Deferred to FY 24**
- Remove abandoned gasoline storage tank - **Pending**

Results - FY 23 Measurements -

- Ratio of preventative maintenance events to total repairs (excluding accidents) – Target = 60% preventative maintenance - **TBD**
- Parts supplier competitive bid process – Target = Yes – **Deferred to FY 24**





Public Works - Vehicle Maintenance

49		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
541120	Salaries-Regular	132,494	139,849	114,170	(25,679)	116,773	2,603
541140	Salaries - Overtime	3,289	3,300	2,500	(800)	2,500	-
	Total Salaries	135,784	143,149	116,670	(26,479)	119,273	2,603
	<u>Benefits</u>						
541210	FICA	10,068	13,592	8,925	(4,667)	9,124	199
541220	Retirement	14,058	21,159	13,895	(7,264)	16,185	2,290
541230	Life And Health Insurance	15,693	19,822	13,964	(5,858)	14,758	794
	Total Benefits	39,819	54,573	36,784	(17,789)	40,067	3,283
	Total Compensation	175,603	197,722	153,454	(44,268)	159,340	5,886
	<u>Operating Expense</u>						
541340	Other Contracted Services	65,854	69,000	69,000	-	75,000	6,000
541341	Uniform Rental/Laundry	2,323	2,000	2,500	500	1,092	(1,408)
541440	Rentals & Leases	-	1,000	-	(1,000)	500	500
541450	Gas, Oil, Grease	373,524	391,600	365,400	(26,200)	389,550	24,150
541466	Vehicle Repair - Accidents	2,800	63,000	63,000	-	90,000	27,000
541493	General Expense	-	4,000	1,000	(3,000)	2,000	1,000
541520	Operating Expense	185	2,000	2,000	-	2,000	-
541521	Clothing & Uniform Expense	-	300	200	(100)	300	100
541542	Parts & Repairs	29,629	35,000	25,000	(10,000)	40,000	15,000
541543	Tires & Wheels	12,622	23,000	23,000	-	20,000	(3,000)
541550	Small Tools & Supplies	373	1,000	1,000	-	1,000	-
541648	Vehicle Lease/Purchase	-	-	-	-	-	-
	Total Operating Expense	487,310	591,900	552,100	(39,800)	621,442	69,342
	<u>Capital</u>						
541640	Machinery & Equipment	-	25,000	25,000	-	2,000	(23,000)
541642	Computer Equipment	-	-	-	-	1,500	1,500
	Total Capital	-	25,000	25,000	-	3,500	(21,500)
	Total Expense	662,913	814,622	730,554	(84,068)	784,282	53,728



Public Works – Vehicle Maintenance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	Vehicle repairs performed by vendors	75,000
Uniform Rental / Laundry	Employee uniform rental	1,092
Rentals & Leases	Miscellaneous	500
Gas, Oil, Grease	Gasoline for City Vehicles	370,800
	Oil	5,562
	Other	13,138
	Total	389,500
Vehicle Repair - Accidents	Repairs related to accidents	90,000
General Expense	DERM	1,500
	Other	500
	Total	2,000
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	20,000
Small Tools & Supplies	Miscellaneous	1,000
Machinery & Equipment	Miscellaneous Machinery & Equip	2,000
Computer Equipment	Specialized Software	1,500

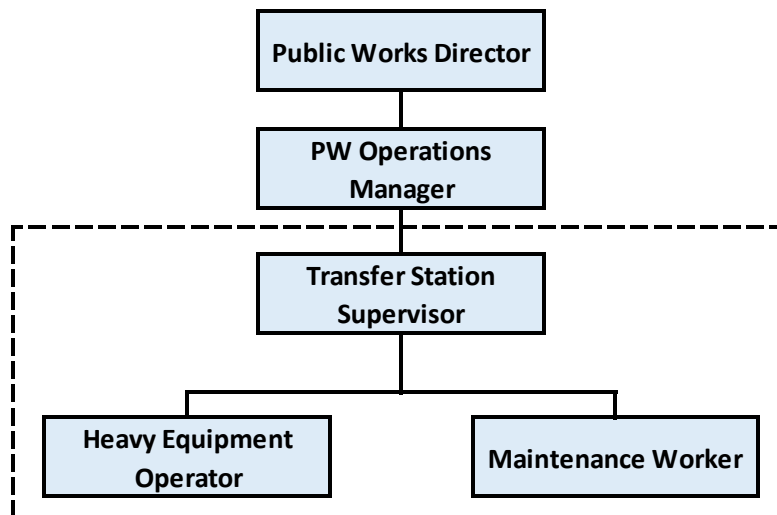
Solid Waste





PUBLIC WORKS – SOLID WASTE

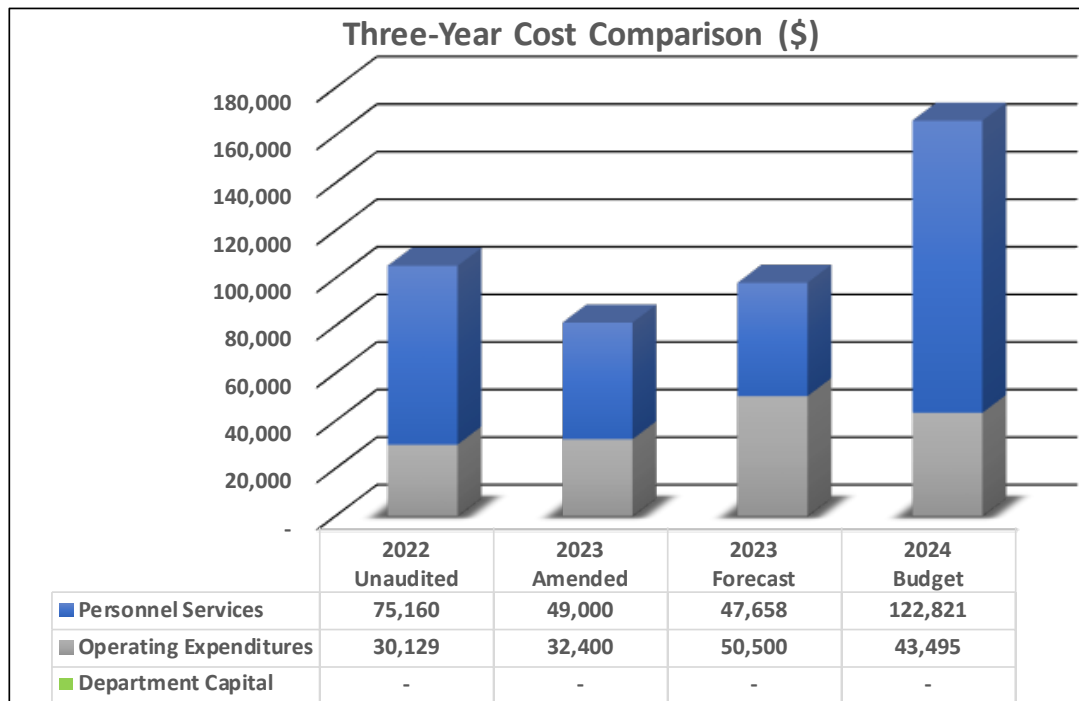
Mission – Operate a Solid Waster Transfer Station to provide community with an option to dispose of solid waster rather than dumping it on the City streets.



Goal – The elimination of all illegal dumping within the City through operation of a Solid Waste Transfer Station in support of City Beautification Program

Budget Summary –

Position Summary - Trash Removal						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Transfer Station Supervisor	-	-	-	-	1	-
Heavy Equip Operator - Hire 4-1-24	2	-	2	-	1	-
Maintenance Worker - Hire 4-1-24	2	-	2	-	1	-
Total	4	-	4	-	3	-
Full Time Equivalent	4	-	4	-	2	-



Commission Priorities – Beautification

Current Year Accomplishments -

- Installation of high intensity streetlights (Streets Division) to deter illegal dumping, among other purposes.

FY 24 Objectives -

- Cleanup of proposed transfer station site.
- Buildout of transfer station facility.
- Continued promotion of program to motivate residents to report illegal dumping leading to the apprehension of illegal dumpers.

FY 23 Measurements -

- Tons of illegal dumped trash collected – Target – TBD

FY 22 Measurements Results -

- Tons collected – Target = **TBD**





Public Works - Trash Removal

50		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
541120	Salaries-Regular	57,965	40,000	39,368	(632)	96,187	56,819
541140	Salaries - Overtime	2,390	500	300	(200)	1,000	700
	Total Salaries	60,356	40,500	39,668	(832)	97,187	57,519
	Benefits						
541210	FICA	4,613	3,000	3,034	34	7,436	4,402
541220	Retirement	4,539	5,000	4,724	(276)	13,188	8,464
541230	Life And Health Insurance	5,653	500	232	(268)	5,010	4,778
	Total Benefits	14,804	8,500	7,990	(510)	25,634	17,644
	Total Compensation	75,160	49,000	47,658	(1,342)	122,821	75,163
	Operating Expense						
534340	Other Contracted Services	-	2,000	-	(2,000)	22,000	22,000
541341	Uniform Rental/Laundry	658	300	300	-	1,092	792
534493	General Expense	-	1,000	1,000	-	2,000	1,000
535440	Rentals & Leases	-	4,000	4,000	-	3,000	(1,000)
541431	Tipping Fees	29,471	25,000	45,000	20,000	15,000	(30,000)
535521	Clothing & Uniform Expense	-	100	200	100	403	203
	Total Operating Expense	30,129	32,400	50,500	18,100	43,495	(7,005)
	Total Expense	105,289	81,400	98,158	16,758	166,316	68,158



Public Works – Solid Waste - Footnote Detail

Account Name	Footnote Detail	Proposed Budget
Uniform Rental/Laundry	Uniform rental for staff	1,092
Other Contracted Services	Haulers	22,000
General Expense	Miscellaneous unanticipated expenses	2,000
Rentals & Leases	Wheel Loader	3,000
Tipping fee	Dumping fees for disposal	15,000
Clothing & Uniform Expense	Protective Clothing Allowance	403

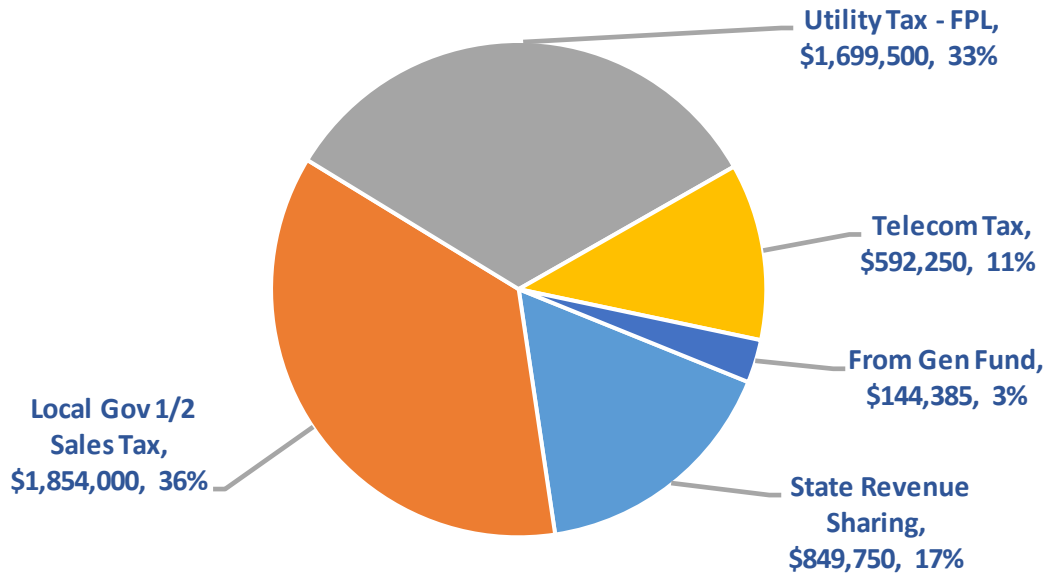
Debt Service Fund



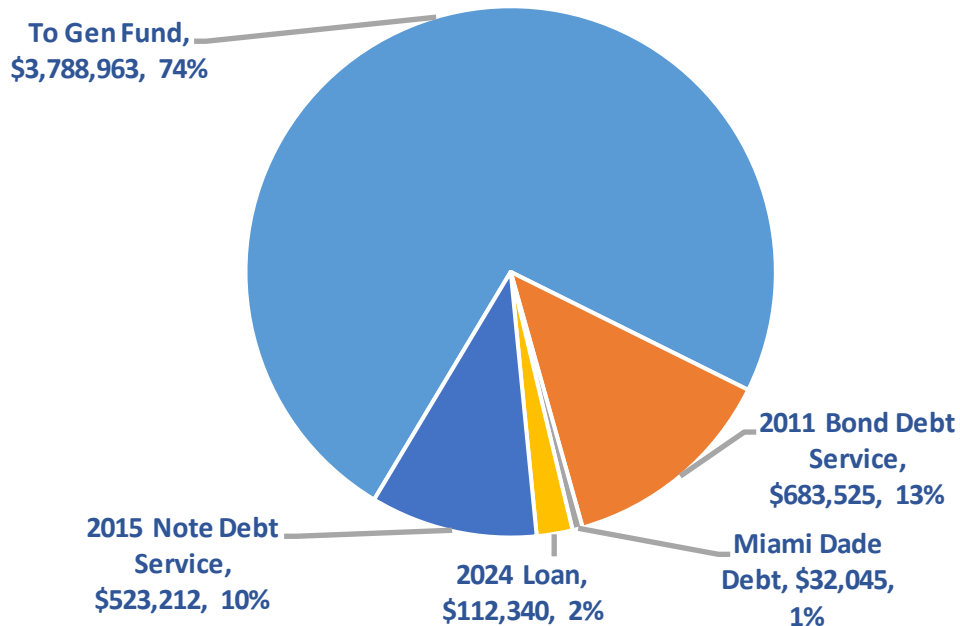


Debt Service Revenue & Expense

Debt Service Revenue - \$5.1M



Debt Service Expenditure - \$5.1M





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 \$3.7 million to the General Fund as surplus pledged funds above what was required to cover current year debt service.

FY 24 Objectives – NA – This is an administrative fund with no operational responsibilities.

FY 24 Measurements – NA – This is an administrative fund with no operational responsibilities.





**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Debt Service - Summary							
		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Funding						
230	Revenue						
	<u>FY 11 Bond-Related Revenue</u>						
335120	State Revenue Sharing	866,126	805,000	825,000	20,000	849,750	24,750
335180	Local Gov 1/2 Sales Tax	1,640,122	1,800,000	1,800,000	-	1,854,000	54,000
	Total FY 11 Bond-Related Revenue	2,506,248	2,605,000	2,625,000	20,000	2,703,750	78,750
	<u>FY 15 Note-Related Revenue</u>						
314100	Utility Tax - FPL	1,393,525	1,582,300	1,650,000	67,700	1,699,500	49,500
314500	Telecom Tax	638,065	583,600	575,000	(8,600)	592,250	17,250
	Total FY 15 Note-Related Revenue	2,031,589	2,165,900	2,225,000	59,100	2,291,750	66,750
361100	Interest Earnings	56	-	150	150	200	50
	Total Revenue	4,537,894	4,770,900	4,850,150	79,250	4,995,700	145,550
	<u>Transfer In</u>						
381010	From General Fund	48,044	48,200	48,200	-	144,385	96,185
381320	From Safe Neigh CIP	-	73,129	73,129	-	-	(73,129)
	Total Transfer In	48,044	121,329	121,329	-	144,385	23,056
	Transfer In	-	-	-	-	-	-
	Total Funding	4,585,938	4,892,229	4,971,479	79,250	5,140,085	168,606
83	Expenditure						
	Debt Service						
	<u>FY 11 Bond</u>						
513710	Bond Principal	583,000	662,320	662,320	-	624,000	(38,320)
513720	Bond Interest	103,086	82,235	82,235	-	59,525	(22,710)
	Total Debt Service - FY 11 Bond	686,086	744,555	744,555	-	683,525	(61,030)
	<u>FY 15 Note</u>						
513711	2015 Bond Principal	339,419	352,242	339,427	(12,815)	352,242	12,815
513721	2015 Bond Interest	183,794	170,970	183,785	12,815	170,970	(12,815)
	Total Debt Service - FY 15 Note	523,213	523,212	523,212	-	523,212	-
	<u>Miami-Dade Debt</u>						
517722	Principal	37,287	46,400	46,400	-	31,680	(14,720)
517723	Interest	2,749	1,800	1,800	-	365	(1,435)
	Total Miami-Dade Debt Service	40,036	48,200	48,200	-	32,045	(16,155)
	<u>2024 Loan</u>						
513712	Principal	-	-	-	-	42,340	42,340
513722	Interest	-	-	-	-	70,000	70,000
	Total 2024 Loan Debt Service	-	-	-	-	112,340	112,340
	Total Debt Service Ex Transfer Out	1,249,335	1,315,967	1,315,967	-	1,351,122	(77,185)
	Transfer Out						
513910	Transfer Out - Surplus To Gen Fund	3,336,603	3,503,133	3,582,383	79,250	3,788,963	206,580
581320	Transfer Out To Safe Neighborhood	-	73,129	73,129	-	-	(73,129)
	Total Transfer Out	3,336,603	3,576,262	3,655,512	79,250	3,788,963	133,451
	Total Expense	4,585,938	4,892,229	4,971,479	79,250	5,140,085	56,266
	Fund Balance - Restricted						
	Beginning	908,348	908,348	908,348	-	908,348	-
	Beginning - Adjusted	908,348	908,348	908,348	-	908,348	-
	(Use Of)/Add To Fund Balance	-	-	-	-	-	-
	Ending	908,348	908,348	908,348	-	908,348	-



**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Debt Service - Expenditures							
		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
83	<u>Expenditure</u>						
	<u>Debt Service</u>						
	<u>FY 11 Bond</u>						
513710	Bond Principal	583,000	662,320	662,320	-	624,000	(38,320)
513720	Bond Interest	103,086	82,235	82,235	-	59,525	(22,710)
	Total Debt Service - FY 11 Bond	686,086	744,555	744,555	-	683,525	(61,030)
	<u>FY 15 Note</u>						
513711	2015 Bond Principal	339,419	352,242	339,427	(12,815)	352,242	12,815
513721	2015 Bond Interest	183,794	170,970	183,785	12,815	170,970	(12,815)
	Total Debt Service - FY 15 Note	523,213	523,212	523,212	-	523,212	-
	<u>Miami-Dade Debt</u>						
517722	Principal	37,287	46,400	46,400	-	31,680	(14,720)
517723	Interest	2,749	1,800	1,800	-	365	(1,435)
	Total Miami-Dade Debt Service	40,036	48,200	48,200	-	32,045	(16,155)
	<u>2024 Loan</u>						
513712	Principal	-	-	-	-	42,340	42,340
513722	Interest	-	-	-	-	70,000	70,000
	Total 2024 Loan Debt Service	-	-	-	-	112,340	112,340
	Total Debt Service Ex Transfer Out	1,249,335	1,315,967	1,315,967	-	1,351,122	35,155
	<u>Transfer Out</u>						
513910	Transfer Out - Surplus To Gen Fund	3,336,603	3,503,133	3,582,383	79,250	3,788,963	206,580
581320	Transfer Out To Safe Neighborhood	-	73,129	73,129	-	-	(73,129)
	Total Transfer Out	3,336,603	3,576,262	3,655,512	79,250	3,788,963	133,451
	Total Expense	4,585,938	4,892,229	4,971,479	79,250	5,140,085	168,606



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	624,000
FY 11 Bond Debt Service - Interest	Interest payment on FY 11 bond	59,525
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
Miami Dade Debt - Principal	Principal payment on Miami Dade Debt issued to repay Water & Sewer obligations incurred from prior years	31,680
Miami Dade Debt - Interest	Interest payment on Miami Dade Debt	365
2024 Loan – Principal	Principal payment on 2024 Loan	42,340
2024 Loan – Interest	Interest payment on 2024 Loan	70,000

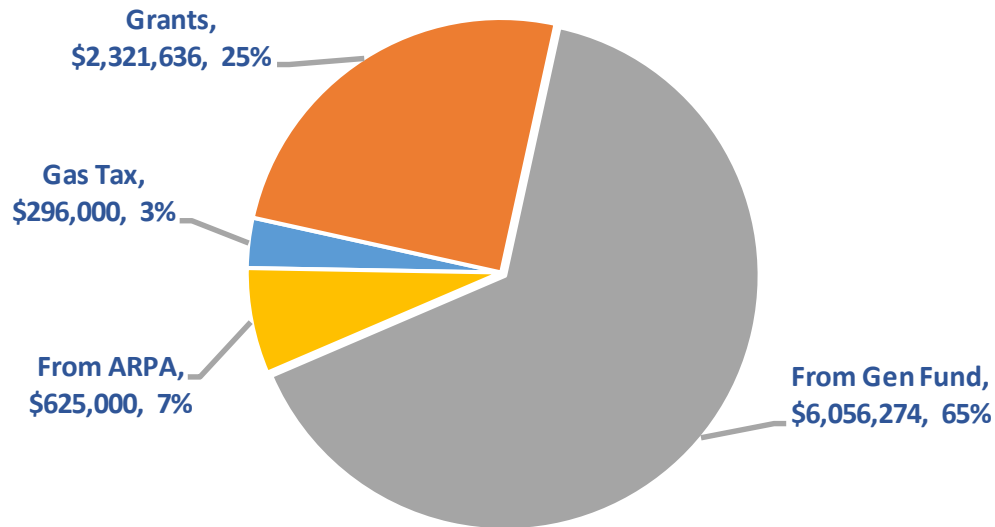
Safe Neighborhood CIP Fund



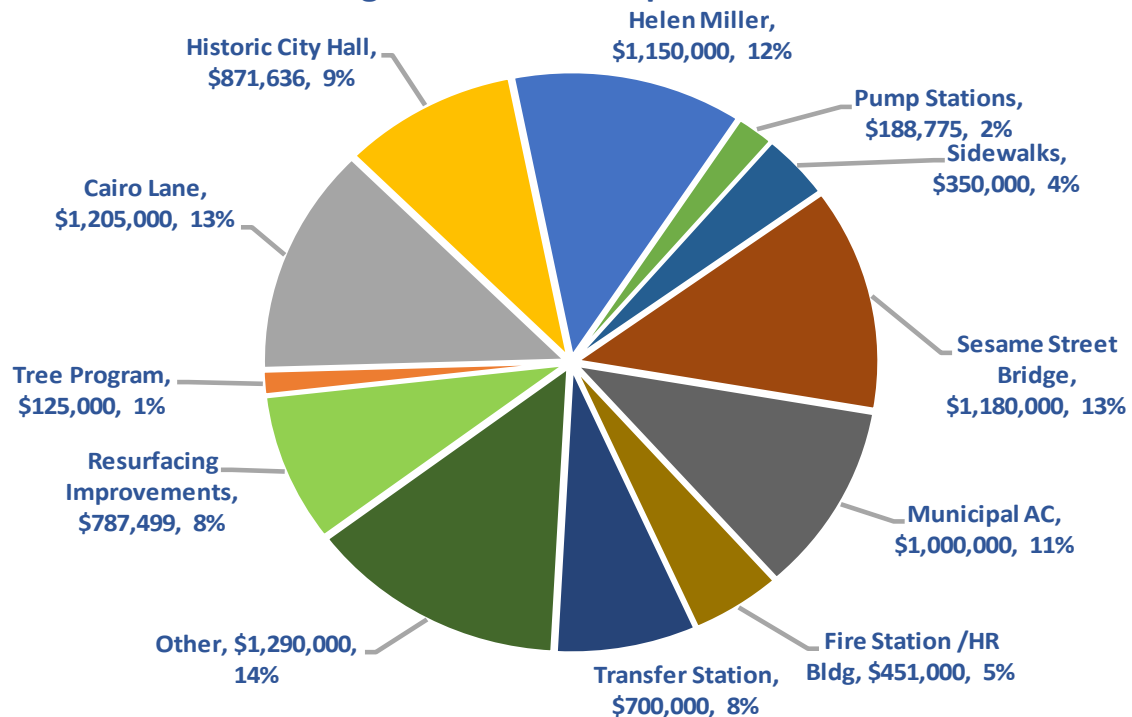


Safe Neighborhood CIP Revenue & Expense

Safe Neighborhood CIP Funding - \$9.3M



Safe Neighborhood CIP Expenditure - \$9.3M





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 three City Parks (Sherbondy, Ingram and Segal Park)
- Initiate Pavement and City Assets Assessment
- Initiate renovation for Historic City Hall
- Initiate design for Historic Fire Station restoration project
- Initiate Construction for Police Department relocation
- Demolition for Old Police Station completed.
- Installation of 2.7 miles of sidewalks complete
- Demolition of unsafe structures
- Relocation of Commission Chambers to City Hall
- Installation of Trees Perviz Avenue
- Construction of Command Staff Police Department Offices

FY 24 Objectives

- Initiate construction of Cairo Lane project (roadway portion in Safe Neighborhood Fund)
- Restoration of Basketball and Tennis Courts Ingram Park
- Development of Citywide Flood and Critical Assets Plan

Results vs. FY 23 Objectives

- New fences at five City parks for security and beautification – Results: Three completed in FY 23
- Initiate construction of Cairo Lane project (roadway portion in Safe Neighborhood Fund) – Results: Deferred until FY 24
- Initiate Historic City Hall restoration project – Results: Renovation Project started
- Initiate Historic Fire Station restoration project – Results: Assessment completed
- Initiate Police station relocation project – Results: Construction completed
- 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, ARPA funds will be applied for restoration project.
- Install 2.7 miles of sidewalks – Results: Completed
- Complete roadway portion of Pump Station #4 relocation: Results: Design underway



Results vs. FY 23 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
- Demolition of unsafe structures-Target= Yes - Results: Done





Safe Neighborhood CIP Fund - Summary

ACCT	Account Title	FY 22	FY 23			FY 24	
		Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
320	Revenue						
312405	Gas Tax - Local Option (1-6)	218,280	222,471	214,000	(8,471)	214,000	-
312410	Gas Tax - Local Option (1-5)	83,774	85,807	82,000	(3,807)	82,000	-
361100	Interest	595	-	-	-	-	-
	Total Revenue - Ex Grants	302,649	308,278	296,000	(12,278)	296,000	-
	Grants						
TBD	Cultural Facilities Grant - Fire Sta	-	250,000	-	(250,000)	-	-
TBD	Cultural Facilities Grant - HCH	-	500,000	228,364	(271,636)	271,636	43,272
331698	CDBG (MDC/PHCD)	-	-	178,335	178,335	-	(178,335)
331694	GOB Grant - Historic City Hall	-	600,000	-	(600,000)	600,000	600,000
334700	Grants - Other	100,000	1,125,000	1,125,000	-	350,000	(775,000)
334710	County Tree (GREEN) Grant	-	100,000	100,000	-	100,000	-
	New Grant (Ingram)	-	-	-	-	500,000	500,000
	New Grant (Mun CompX AC)	-	-	-	-	500,000	-
334733	SN CIP Grant-SFRTA	-	-	-	-	-	-
	Total Grants	100,000	2,575,000	1,631,699	(943,301)	2,321,636	189,937
	Total Revenue	402,649	2,883,278	1,927,699	(955,579)	2,617,636	189,937
	Transfer-In						
381001	From General Fund	979,336	5,435,980	3,806,347	(1,629,633)	6,056,274	2,249,927
381105	From ARPA Fund	-	625,000	-	(625,000)	625,000	625,000
381180	From CRA Fund	-	-	-	-	-	-
381230	From Debt Service	-	73,129	73,129	-	-	(73,129)
	Total Transfer-In	979,336	6,134,109	3,879,476	(2,254,633)	6,681,274	2,801,798
	Total Funding	1,381,985	9,017,387	5,807,174	(3,210,213)	9,298,910	2,991,736
44	Expenditure						
	Capital	1,284,983	8,944,258	5,555,711	(3,388,547)	9,298,910	3,743,199
	Total Expense Ex Transfer Out	1,284,983	8,944,258	5,555,711	(3,388,547)	9,298,910	3,743,199
	Total Transfer Out	-	73,129	73,129	-	-	(73,129)
	Total Expenditure	1,284,983	9,017,387	5,628,840	(3,388,547)	9,298,910	3,670,070
	(Use of)/Add To Fund Balance	97,002	-	178,335	178,335	-	(678,335)
	Fund Balance - Unassigned						
	Beginning	(116,034)	(19,032)	(19,032)	-	159,302	178,335
	(Use Of)/Add To Fund Balance	97,002	-	178,335	178,335	-	(178,335)
	Ending	(19,032)	(19,032)	159,302	-	159,302	(0)



Safe Neighborhood CIP Fund - Capital Expenditure

		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
44	<u>Expense</u>						
	<u>Capital</u>						
541800	Resurfacing Improvements	250,635	326,984	326,984	-	200,000	(126,984)
541811	Ingram Park Lighting	36,000	-	-	-	-	-
541818	2105 Ali-Baba Improvements	42,324	-	-	-	-	-
541819	County Trees Grant	-	125,000	125,000	-	125,000	-
541820	Cairo Lane	49,597	57,361	57,361	-	1,205,000	1,147,639
541822	Demolition	-	326,000	301,150	(24,850)	400,000	98,850
541823	Historic City Hall	89,277	1,621,636	750,000	(871,636)	871,636	121,636
541828	NW 133 ST Improvements (Road)	26,878	102,707	-	(102,707)	100,000	100,000
541833	Brownsfield	-	-	-	-	-	-
541835	Sidewalks	279,421	581,868	458,001	(123,867)	350,000	(108,001)
541836	Pump St #4 Relocate - Road Portion	-	125,000	-	(125,000)	188,775	188,775
541838	Parks - Fences	146,560	225,440	220,772	(4,668)	-	(220,772)
541839	Police Station	244,894	2,030,892	2,130,000	99,108	-	(2,130,000)
541840	Sesame Street Bridge	90,489	1,143,458	50,000	(1,093,458)	1,180,000	1,130,000
541841	Fire Station/HR Bldg	26,226	595,775	40,000	(555,775)	451,000	411,000
541842	RR Crossing - Codadad Street	-	209,819	206,041	(3,778)	-	(206,041)
541843	RR Crossing - Opa-locka Blvd	-	257,589	252,952	(4,637)	-	(252,952)
543638	NW 131 St Road Improve - Drainage	2,682	34,729	32,450	(2,279)	112,499	80,049
541844	Commission Chambers Relocation	-	175,000	175,000	-	-	(175,000)
541845	PW HQ Hardening	-	150,000	150,000	-	150,000	-
541846	Helen Miller - 2nd Floor Senior Cntr	-	100,000	-	(100,000)	-	-
541847	Gateways	-	280,000	140,000	(140,000)	140,000	-
541848	Ingram Park Court Restoration	-	-	-	-	-	-
541849	Fitness Trail - Segal	-	-	-	-	-	-
541850	Roadway Assessment Program	-	100,000	100,000	-	125,000	25,000
538638	Helen Miller - Ingram Park Renovation	-	250,000	-	(250,000)	1,150,000	1,150,000
538639	Artscape	-	125,000	-	(125,000)	62,500	62,500
541852	Municipal Complex AC	-	-	-	-	1,000,000	1,000,000
541853	Trees (Medians & Swales)	-	-	-	-	62,500	62,500
541854	Code Enforcement Office	-	-	-	-	75,000	75,000
541855	Sherbondy Basketball Court	-	-	-	-	50,000	50,000
541856	Urban & Community Forestry	-	-	-	-	100,000	100,000
541857	Street Safety Analysis	-	-	-	-	250,000	250,000
541858	ADA Upgrade	-	-	40,000	40,000	200,000	160,000
541859	Sherbondy Building Expansion	-	-	-	-	-	-
541860	Solid Waste Transfer Station	-	-	-	-	700,000	700,000
541861	Segal Park	-	-	-	-	50,000	50,000
	Total Capital	1,284,983	8,944,258	5,555,711	(3,388,547)	9,298,910	3,743,199



Safe Neighborhood CIP - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Resurfacing Improvements	A continuation of the City program to resurface all roadways in the City for which it is responsible	200,000
County Tree Grant Program	Continuation of the City's commitment to contribute to the MDC goal of 30 million trees by 2030 and beautify the City's corridors	125,000
Cario Lane	Part of a \$5.4 million project to restore the roadway and utilities for Cario Lane.	1,205,000
Demolition	Removal of water tank in addition to underground structure as needed	400,000
Historic City Hall	Remodel Historic City Hall	871,636
NW 133 St Improvements (Road)	Restoration of the road after drainage and sewer improvements are completed	100,000
Sidewalks	Continuation of the program to install sidewalks throughout the City.	350,000
Pump St #4 Relocate - Road Portion	The road portion of a \$790,000 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 and General funds	188,775
Sesame Street Bridge	Repair of the closed bridge. Funded by the General Fund	1,180,000
Fire Station/HR Bldg	Restoration of Fire Station Bldg.	451,000
NW 131 St Road Improve – Drainage	Resurface road to improve drainage	112,499
PW HQ Renovation	Renovation of the PW Headquarters building and surrounding facility. Funded by the General Fund	150,000
Gateways		140,000
Roadway Assessment Program	Innovative and proactive assessment tool for analyzing the status of a roadway and generating data-driven solutions for proactive maintenance.	125,000
Helen Miller – Ingram Park Renovation	The first phase is to upgrade both parks, recreation building, pavilions, a walking trail, renovated athletic courts	1,150,000
Artscape	Community Development utilizing Art	62,500
Municipal Complex AC	Replacement of AC system funded in part by grant	1,000,000
Tree (Medians & Swales)	Planting of trees for beautification	62,500
Code Enforcement Office	Renovation of Code Enforcement office facility for more effective operations and public service	75,000
Sherbondy Basketball Court	Restoration of the Sherbondy basketball court. Funded by a State grant	50,000
Urban & Community Forestry	Assessment for tree inventories, tree data management, risk assessments, maintenance recommendations, valuations, and mitigation reports	100,000
Street Safety Analysis	Assessment to create a strategy to eliminate traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.	250,000
ADA Upgrade	Upgrade City facilities for ADA compliance	200,000
Transfer Station	Building of a Solid Waste transfer station	700,000
Segal Park	Walking trail renovation	50,000



FY 24 Safe Neighborhood CIP Funding Matrix

Projects	Total	Funding Sources											
		General Fund	Loan Thru GF	Fuel Tax	County Grant	ARPA	FRDAP	Urban Forestry Grant	Cultural Grant	GOB	New AC Grant	New Grant	SS4A Grant
Resurfacing Improvements	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-
County Tree Program	125,000	25,000	-	-	100,000	-	-	-	-	-	-	-	-
Cario Lane	1,205,000	1,205,000	-	-	-	-	-	-	-	-	-	-	-
Demolition - Water Tanks	400,000	400,000	-	-	-	-	-	-	-	-	-	-	-
Historic City Hall	871,636	-	-	-	-	-	-	-	271,636	600,000	-	-	-
NW 133 St	100,000	100,000	-	-	-	-	-	-	-	-	-	-	-
Sidewalks	350,000	54,000	-	296,000	-	-	-	-	-	-	-	-	-
Pump St #4 Relocation	188,775	188,775	-	-	-	-	-	-	-	-	-	-	-
Sesame Street Bridge	1,180,000	1,180,000	-	-	-	-	-	-	-	-	-	-	-
Fire Station/HR Bldg	451,000	201,000	-	-	-	250,000	-	-	-	-	-	-	-
NW 131 St - Drainage	112,499	112,499	-	-	-	-	-	-	-	-	-	-	-
PW HQ Renovation	150,000	150,000	-	-	-	-	-	-	-	-	-	-	-
Gateways	140,000	140,000	-	-	-	-	-	-	-	-	-	-	-
Roadway Assessment	125,000	125,000	-	-	-	-	-	-	-	-	-	-	-
H. Miller - Ingram Park	1,150,000	400,000	-	-	-	250,000	-	-	-	-	-	500,000	-
Artscape	62,500	-	-	-	-	62,500	-	-	-	-	-	-	-
Municipal Complex AC	1,000,000	-	500,000	-	-	-	-	-	-	-	500,000	-	-
Trees (Medians & Swales)	62,500	-	-	-	-	62,500	-	-	-	-	-	-	-
Code Enforcement Office	75,000	75,000	-	-	-	-	-	-	-	-	-	-	-
Sherbondy Basketball Court	50,000	-	-	-	-	-	50,000	-	-	-	-	-	-
Urban & Community Forestry	100,000	50,000	-	-	-	-	-	50,000	-	-	-	-	-
Street Safety Analysis	250,000	50,000	-	-	-	-	-	-	-	-	-	-	200,000
ADA Upgrade	200,000	200,000	-	-	-	-	-	-	-	-	-	-	-
Transfer Station	700,000	300,000	400,000	-	-	-	-	-	-	-	-	-	-
Segal Park	50,000	-	-	-	-	-	50,000	-	-	-	-	-	-
Total	9,298,910	5,156,274	900,000	296,000	100,000	625,000	100,000	50,000	271,636	600,000	500,000	500,000	200,000

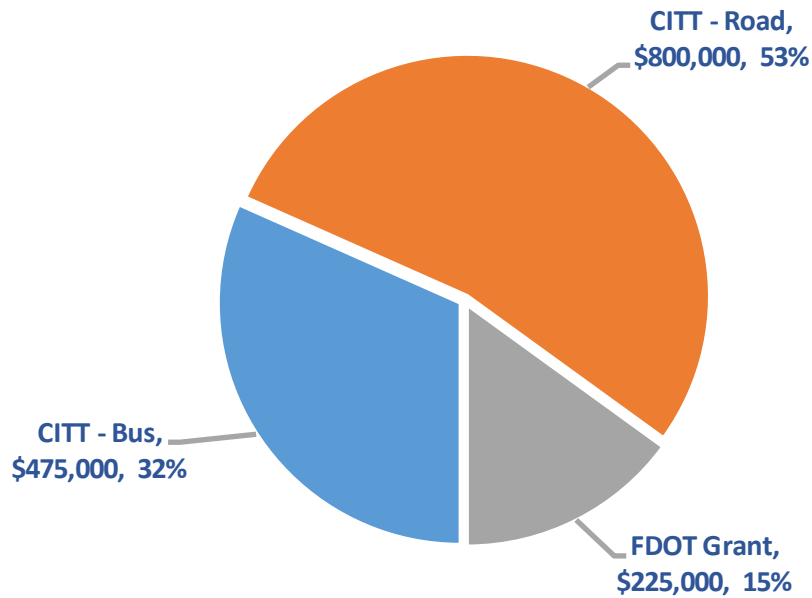
People's Transportation Plan





Peoples Transportation Plan Revenue & Expense

Peoples Trans. Plan Funding - \$1.5M



Peoples Trans. Plan Expenditure - \$1.5M





PEOPLES' TRANSPORTATION PLAN

Mission – To use funds provided by the County Citizen's Independent Transportation Trust (CITT) program to operate a community bus service and to maintain and improve the City's roadway system.

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

Current Year Accomplishments

- Operated the Community Bus Northern Route program
- 4.5 lane-miles of milling and resurfacing
- NW 133rd Street Improvements
- NW 147th Street Improvements

FY 24 Objectives

- 4.5 lane-miles of roadway resurfacing
- 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.
- Fund a portion of the completion of Cairo Lane project

Results vs. FY 23 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





Peoples' Transportation Plan - Summary

		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
176	<u>Revenue</u>						
334950	CITT - Bus	204,014	437,500	220,000	(217,500)	475,000	255,000
334951	CITT - Roads	-	543,119	520,054	(23,065)	800,000	279,946
	FDOT Grant	-	212,500	-	(212,500)	225,000	225,000
381001	Transfer In (General Fund)	-	-	-	-	-	-
	Total Funding	204,014	1,193,119	740,054	(453,065)	1,500,000	759,946
47	<u>Expenditure</u>						
	<u>Operating Expense</u>						
541340	Other Contracted Services	-	-	-	-	-	-
541342	Community Bus Expense	204,014	650,000	220,000	(430,000)	700,000	480,000
	Total Operating Expense	204,014	650,000	220,000	(430,000)	700,000	480,000
	<u>Capital</u>						
541800	Resurfacing Improvements	230,699	394,777	343,000	(51,777)	-	(343,000)
541815	NW 147 St Improve (Road)	-	125,896	175,000	49,104	-	(175,000)
541816	Bus Shelters	-	-	-	-	-	-
541820	Cairo Lane	-	-	-	-	800,000	800,000
541828	NW 133 St Improve (Road)	20,391	22,446	2,054	(20,392)	-	(2,054)
541835	Sidewalks	188,892	-	-	-	-	-
	Total Capital	439,982	543,119	520,054	(23,065)	800,000	279,946
	Total Expenditure	643,996	1,193,119	740,054	(453,065)	1,500,000	759,946
	(Use Of)/Add To Fund Balance	-	-	-	-	-	-



People's Transportation Plan - Expenditure

		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
47	Operating Expense						
541340	Other Contracted Services	-	-	-	-	-	-
541342	Bus Circulator Expense	204,014	650,000	220,000	(430,000)	700,000	480,000
	Operating Expense	204,014	650,000	220,000	(430,000)	700,000	480,000
	Capital Expense						
541630	Improve Other Than Bldg	-	-	-	-	-	-
541800	Resurfacing Improvements	230,699	394,777	343,000	(51,777)	-	(343,000)
541815	NW 147 St Improve (Road)	-	125,896	175,000	49,104	-	(175,000)
541816	Bus Shelters	-	-	-	-	-	-
541820	Cairo Lane	-	-	-	-	800,000	800,000
541828	NW 133 St Improve (Road)	20,391	22,446	2,054	(20,392)	-	(2,054)
541835	Sidewalks	188,892	-	-	-	-	-
541840	Sesame Street Bridge	-	-	-	-	-	-
	Capital	439,982	543,119	520,054	(23,065)	800,000	279,946
	Total Expenditure	643,996	1,193,119	740,054	(453,065)	1,500,000	759,946



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	700,000
Cairo Lane	Funding street portion of the completion of the Cairo Lane project	800,000

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.

Current Year Accomplishments -

- Replaced exterior signage
- Completed exterior painting and sealing of building to eliminate weather-related leaks and damage
- Installation of water efficient toilets on the 4th Floor
- Irrigation installation adjacent to the building
- Installation of LED Lighting on the 4th Floor Lobby and common areas
- Reconfigured offices to meet staff and Commission needs
- Enhanced landscaping, including addition of new palm trees, adjacent to the building.

FY 24 Objectives -

- Prepare and Implement a Citywide Beautification Plan
- Initiate the process to determine ADA compliance and solutions
- Phase 2 of installing water efficient toilets
- Phase 2 of Installation of LED Lighting
- On going maintenance
- Interior painting and other upgrades
- Increase productivity
- Replacement of a multitude of old and trouble-prone roof-top air conditioning units with a single large unit to substantially improve energy efficiency and reliability





**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

Town Center - Summary

490		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Funding</u>						
	<u>Revenue</u>						
371001	Rent -SF Workforce	20,199	-	-	-	-	-
371005	Rent - Art Academy Of Excellence	7,628	-	-	-	-	-
371006	Rent - S FL School Of Excellence	252,054	288,773	288,773	-	296,746	7,973
	Opa-locka CDC	109,252	-	-	-	-	-
371008	Teen Upward Bound	(3,876)	-	-	-	-	-
	Total Revenue	385,257	288,773	288,773	-	296,746	7,973
	<u>Transfer-In</u>						
	Transfer In	577,362	692,023	718,103	26,080	617,787	(100,316)
	Total Transfer-In	577,362	692,023	718,103	26,080	617,787	(100,316)
	Total Funding	962,619	980,796	1,006,876	26,080	914,533	(92,344)
	<u>Expense</u>						
	Operating Expense	716,567	628,593	650,465	21,872	406,695	(243,770)
	Capital	53,925	200,000	199,635	(365)	104,000	(95,635)
	Total Expense Ex Trans Out	770,492	828,593	850,100	21,507	510,695	(339,405)
	Transfer Out	110,903	152,203	156,776	4,573	403,838	247,062
	Total Expense	881,395	980,796	1,006,876	26,080	914,533	(92,343)



Town Center - Expense

62		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Total Compensation	-	-	-	-	-	-
	<u>Operating Expense</u>						
519312	Other Professional Services	55,052	-	-	-	-	-
519340	Other Contracted Services	297,151	255,000	295,500	40,500	156,545	(138,955)
519430	Electric, Gas, Water	157,898	151,979	154,500	2,521	159,650	5,150
519440	Rentals	-	18,000	5,000	(13,000)	5,000	-
519461	Repair & Maint - Building	55,541	48,500	45,000	(3,500)	45,000	-
519493	General Expense	-	3,000	3,000	-	3,000	-
519494	Real Estate Tax	150,926	152,114	147,465	(4,649)	37,500	(109,965)
	Total Operating Expense	716,567	628,593	650,465	21,872	406,695	(243,770)
	<u>Capital</u>						
519620	Building Improvements	53,925	200,000	199,635	(365)	104,000	(95,635)
519640	Machinery & Equipment	-	-	-	-	-	-
	Total Capital	53,925	200,000	199,635	(365)	104,000	(95,635)
	Total Expense Ex Trans Out	770,492	828,593	850,100	21,507	510,695	(339,405)
	<u>Transfer Out</u>						
519442	Insurance Charge - Risk	90,135	126,480	133,604	7,124	403,838	270,234
519462	General Fund - Admin	20,768	25,722	23,172	(2,550)	-	(23,172)
	Total Transfer Out	110,903	152,203	156,776	4,573	403,838	247,062
	Total Expense	881,395	980,796	1,006,876	26,080	914,533	(92,343)



Town Center - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	Security services	11,000
	Janitorial services	79,000
	Elevator maintenance	10,000
	A/C repairs	25,000
	Electrical repairs	6,000
	Mold Remediation	10,000
	Advertising	1,545
	Locksmith	2,000
	Fire panel maintenance	2,500
	Clerk of Courts Alarm Violation	8,000
	Other	1,500
	Total	156,545
Electric, Gas, Water	Electricity	74,150
	Water	85,000
	Gas	500
	Total	159,650
Rentals	Temporary air condition units as needed	5,000
Building Repair & Maintenance	Unplanned repairs as needed	45,000
General Expense	For small unanticipated expenditures for which no other account is applicable	3,000
Real Estate Tax	Tenant will pay the property tax bill other than the portion of the bill related to the City	37,500
Building Improvements	Toilet replacement	20,000
	Install ceiling fans	4,000
	Replace air conditioning – Ph I	80,000
	Total	104,000
Insurance Charge	Payment to the Risk Management Internal Service Fund for insurance	403,838

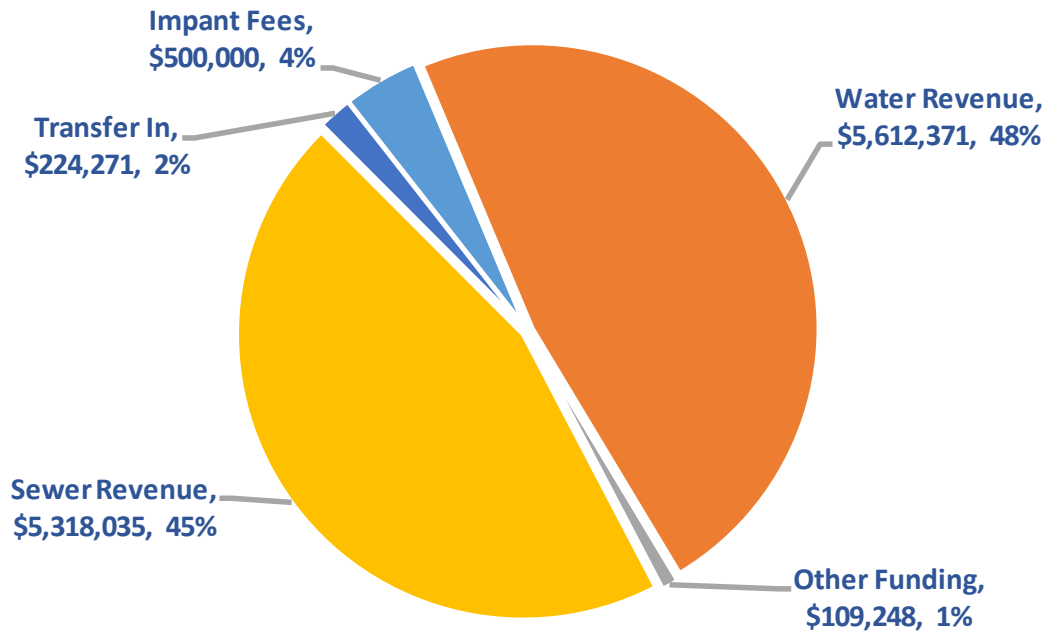
Water-Sewer Operating Fund Summary



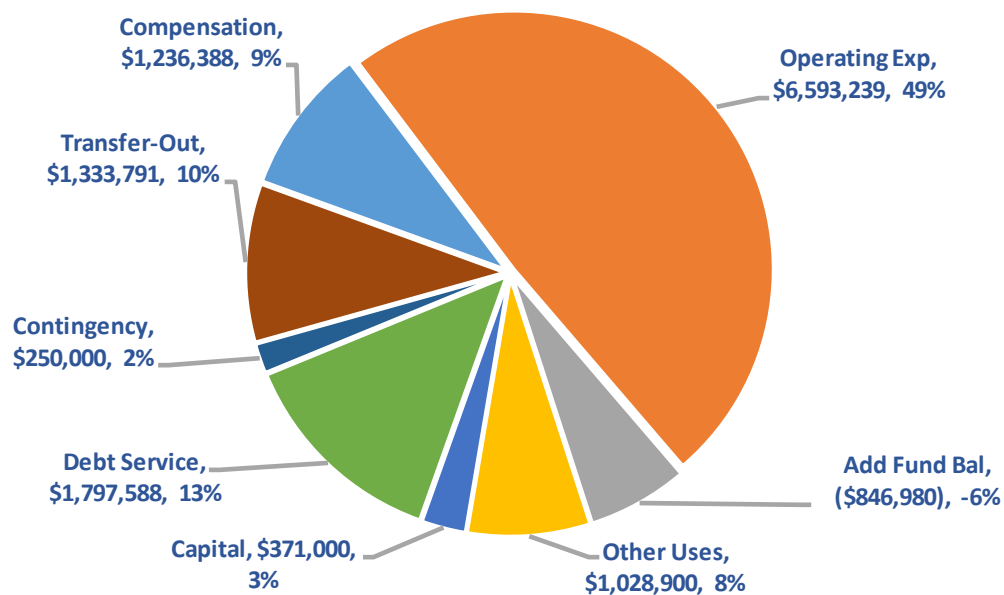


Water-Sewer Operating Fund Revenue & Expense

Water-Sewer Operating Fund Funding - \$11.7M



Water-Sewer Operating Fund Expenditure - \$11.7M





Water Sewer Operating Fund - Summary

	FY 22	FY 23			FY 24	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
<u>Funding</u>						
Revenue - Ex Grants	10,670,809	10,788,507	10,681,663	(106,844)	11,539,655	857,992
Transfer In	-	183,284	237,931	136,125	224,271	(13,660)
Total Funding	10,670,809	10,971,791	10,919,594	29,281	11,763,926	844,332
<u>Expense</u>						
Salary	580,605	851,703	775,890	(75,813)	888,633	112,743
Benefits	197,197	323,003	264,471	(58,532)	347,755	83,284
Total Compensation	777,802	1,174,706	1,040,361	(134,345)	1,236,388	196,027
Operating Expense	5,646,572	6,449,491	6,345,312	(104,179)	6,593,239	247,927
Other Uses	-	28,900	28,900	-	1,028,900	1,000,000
Capital	90,678	379,000	354,592	(24,408)	371,000	16,408
Debt Service	1,694,599	1,867,087	1,866,849	(238)	1,797,588	(69,261)
Contingency	-	261,401	261,401	-	250,000	(11,401)
Total Expense Ex Transfer Out	8,209,650	10,160,585	9,897,415	(263,170)	11,277,115	1,379,700
Transfer Out	1,357,876	1,692,954	1,172,366	(520,587)	1,329,743	157,377
Total Expense	9,567,526	11,853,539	11,069,781	(783,757)	12,606,858	1,537,076
(Use of)/Add To Working Capital	1,103,283	(881,748)	(150,187)	813,038	(842,932)	(692,744)
<u>Working Capital</u>						
Beginning	(2,973,531)	(1,870,248)	(1,870,248)	-	(2,020,435)	(150,187)
(Use of)/Add to Working Capital	1,103,283	(881,748)	(150,187)	813,038	(842,932)	(692,745)
Ending	(1,870,248)	(2,751,996)	(2,020,435)	-	(2,863,367)	(842,932)



Water & Sewer Operating Fund - Revenue

440		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Funding Revenue</u>						
341210	Impact Fees	-	198,000	266,070	68,070	500,000	233,930
343310	Water Revenue	5,535,435	5,195,667	5,292,194	96,527	5,612,371	320,177
343330	Fire Line Charge	-	103	1,000	897	1,030	30
343341	Returned Checks	-	515	200	(315)	206	6
343342	Returned Check Charge	-	515	-	(515)	-	-
343344	Lock Meter Fee	(40)	-	-	-	-	-
343348	New Service Application	250	206	300	94	309	9
343349	Water Sewer Verification	19,665	5,150	7,000	1,850	7,210	210
343350	Water Service Installation	3,887	6,180	7,000	820	7,210	210
343360	Non-Ad Valorem Fire	-	92,150	92,150	-	92,150	-
343510	Sewer Revenue	5,003,655	5,274,571	5,014,649	(259,922)	5,318,035	303,386
361050	Water & Sewer / Lien Int	4,445	-	-	-	-	-
361100	Interest Earned	11	-	-	-	-	-
369900	Other Miscellaneous Revenue	102,480	15,450	1,000	(14,450)	1,030	30
369901	DERM Revenue Service Fee	(554)	-	-	-	-	-
369902	Excise Tax	116	-	-	-	-	-
369960	Lien Search & Release Charge	736	-	-	-	-	-
369961	Miami-Dade Lien Release	230	-	100	100	103	3
369962	Opa-locka Lien Release	495	-	-	-	-	-
	Total Revenue	10,670,809	10,788,507	10,681,663	(106,844)	11,539,655	857,992
	<u>Total Transfer In</u>						
381001	Transfer In From General Fund	-	47,141	183,266	136,125	163,508	(19,758)
381450	Transfer In From Stormwater Fund	-	136,143	54,665	-	60,763	6,098
	Total Transfer In	-	183,284	237,931	136,125	224,271	(13,660)
	Total Funding	10,670,809	10,971,791	10,919,594	29,281	11,763,926	844,332



Water-Sewer Operating - Total Expense

	FY 22	FY 23			FY 24	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Salaries						
Executive	54,663	-	-	-	-	-
Regular	512,262	833,903	758,090	(75,813)	880,133	122,043
Part-Time	-	-	-	-	-	-
Overtime	13,679	17,800	17,800	-	8,500	(9,300)
Total Salaries	580,605	851,703	775,890	(75,813)	888,633	112,743
Benefits						
FICA	41,954	79,139	59,358	(19,781)	70,885	11,527
Retirement	71,240	114,116	92,409	(21,707)	125,743	33,334
Life & Health	84,003	129,748	112,704	(17,044)	151,127	38,423
Total Benefits	197,197	323,003	264,471	(58,532)	347,755	83,284
Total Compensation	777,802	1,174,706	1,040,361	(134,345)	1,236,388	196,027
Operating Expense	5,646,572	6,449,491	6,345,312	(104,179)	6,593,239	247,927
Other Uses	-	28,900	28,900	-	1,028,900	1,000,000
Capital	90,678	379,000	354,592	(24,408)	371,000	16,408
Debt Service	1,694,599	1,867,087	1,866,849	(238)	1,797,588	(69,261)
Contingency	-	261,401	261,401	-	250,000	(11,401)
Total Expense Ex Transfer Out	8,209,650	10,160,585	9,897,415	(263,170)	11,277,115	1,379,700
Transfer Out	1,357,876	1,692,954	1,172,366	(520,587)	1,329,743	157,377
Total Expense	9,567,526	11,853,539	11,069,781	(783,757)	12,606,858	1,537,076
Division Expense						
Water	1,788,171	1,889,440	1,820,970	(68,470)	2,348,636	527,666
Wastewater Collection & Trans	3,490,218	4,761,799	4,662,984	(98,815)	5,023,894	360,910
Service Lines	164,492	253,798	212,405	(41,393)	245,132	32,727
Water-Sewer Finance	3,973,474	4,676,775	4,109,261	(567,513)	4,646,291	537,030
Water-Sewer CIP	151,172	271,727	264,161	(7,566)	342,904	78,743
Total - Water Sewer Fund	9,567,526	11,853,539	11,069,781	(783,757)	12,606,858	1,537,076

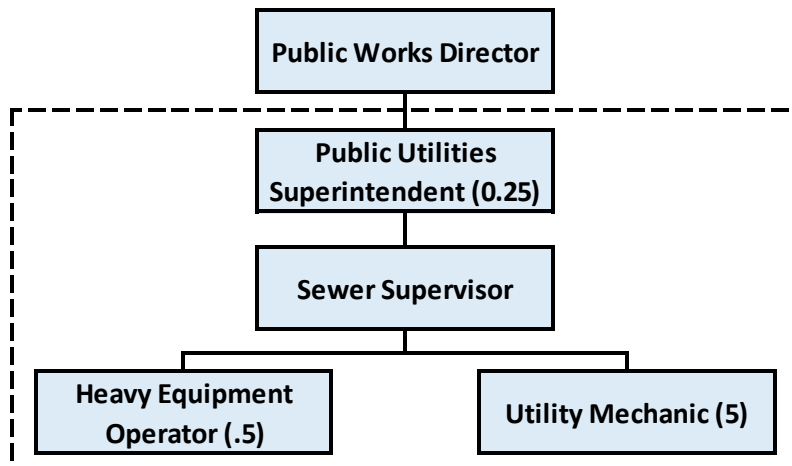
Wastewater Collection & Transmission Division





WASTEWATER COLLECTION & TRANSMISSION

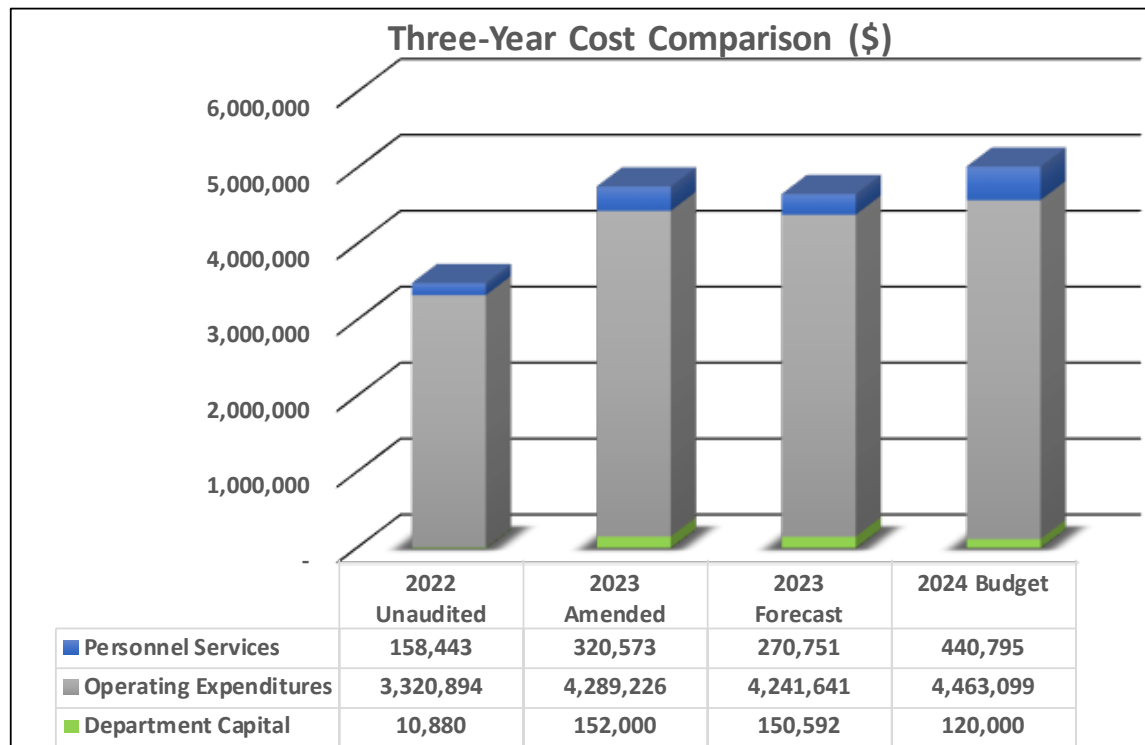
Mission – Cost-effective and sanitary collection and transmission of wastewater while providing excellent customer service in working with customers in regard to wastewater issue.



Goal – Wastewater collection and transmission infrastructure with an Inflow and Infiltration (I&I) rate of less than 30% of total wastewater processed with implementation of Supervisory Control and Data Acquisition (SCADA) technology.

Budget Summary –

Position Summary - Wastewater						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Public Utility Superintendent	0.25	-	0.25	-	0.25	-
Sewer Supervisor	1	-	1	-	1	-
Heavy Equip Op	1	-	0.5	-	0.5	-
Utility Mechanic	3	-	7	-	5	-
Total	5.25	-	8.75	-	6.75	-
Full Time Equivalent	5.25	-	8.75	-	6.75	-



Current Year Accomplishments -

- Removed pump stations 4 & 8 from moratorium, by reducing the Inflow and Infiltration (I&I) rate.
- Sewer modeling project required by DERM 80% complete pending the installation of flow meters to 100% and active.
- Smoke tested collection basins 4 & 8 to identify additional sources of I&I systems passed.
- Replaced two pumps master station failures due to excessive pressure, caused by County station 300.
- Ongoing routine maintenance including in-house cleaning of gravity mains.

FY 24 Objectives -

- Work with private commercial property owners through enforcement in service areas 5 & 7 to repair private collection systems to satisfy all requirements to remove DERM moratorium.
- Installation of the flow meters at all pump stations as part of sewer modeling project to provide continuous remote operational information in regard to status of each station, satisfying another DERM requirement, in addition to monitoring extraneous flows in the service area.
- Convert landscaping to drought tolerant xeriscaping at five pump stations.
- Seek grants and/or loans



FY 24 Measurements -

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

Results - FY 23 Objectives -

- Development of a sanitary sewer hydraulic model for compliance with DERM consent agreement – **80% completed**
- Flow test the four most recently relined collection basins (#4 & #8) to remove them from the moratorium on new connections – **Done with satisfactory results**
- Perform smoke testing in Collection Basin #6, #16 & #10 to identify and rectify sources of inflow and infiltration.
- Clean 100,000 feet of sanitary sewer mains – **Believed to have been done, but data not available. Now tracking.**
- Paint the three above-ground pump station buildings – **Completed.**
- Apply for wastewater loans and/or grants – **Deferred to FY 22**

Results – FY 23 Measurements -

- I&I loss percentage – Target 30% - **28% in May, 2022; 29% year-to-date average**
- Sanitary sewer mains cleaned – Target = 100,000 feet – **Believed to have been done, but data not available. Now tracking.**
- Loans and/or grants – Target = Minimum of one application. – **Ongoing Process**





Wastewater Collection & Transmission

35		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
535120	Salaries - Regular	111,959	221,592	191,169	(30,423)	312,484	121,315
535140	Salaries - Overtime	7,337	9,000	9,000	-	5,000	(4,000)
	Total Salaries	119,297	230,592	200,169	(30,423)	317,484	117,315
	<u>Benefits</u>						
535210	FICA	8,306	21,710	15,313	(6,397)	24,287	8,974
535220	Retirement	12,836	31,577	23,841	(7,736)	43,083	19,242
535230	Life And Health Insurance	18,005	36,694	31,428	(5,266)	55,941	24,513
	Total Benefits	39,147	89,981	70,582	(19,399)	123,311	52,729
	Total Compensation	158,443	320,573	270,751	(49,822)	440,795	170,044
	<u>Operating Expense</u>						
535312	Other Professional Services	118,181	493,500	493,616	116	130,000	(363,616)
535340	Other Contracted Services	199,565	210,000	210,000	-	145,000	(65,000)
535341	Uniform Rental/Laundry	846	2,300	1,200	(1,100)	3,276	2,076
535430	Electric, Gas, Water	96,980	108,100	108,000	(100)	113,200	5,200
535432	Sewage Disposal	2,879,979	3,425,826	3,382,825	(43,001)	4,015,476	632,651
535440	Rentals & Leases	-	15,000	15,000	-	5,000	(10,000)
535461	Repair & Maintenance - Building	1,082	-	-	-	-	-
535493	General Expense	-	5,000	3,000	(2,000)	5,000	2,000
535521	Clothing & Uniform Expense	81	2,000	2,000	-	3,000	1,000
535523	Maintenance	12,683	18,500	18,500	-	18,500	-
535525	Chemicals/Horticultural	2,968	5,000	3,500	(1,500)	5,000	1,500
535555	Small Tools & Supplies	8,528	4,000	4,000	-	4,120	120
535648	Vehicle Lease	-	-	-	-	15,527	15,527
	Total Operating Expense	3,244,306	4,289,226	4,241,641	(47,585)	4,463,099	221,458
	<u>Capital</u>						
535640	Machinery & Equipment	10,880	152,000	150,592	(1,408)	120,000	(30,592)
	Total Capital	10,880	152,000	150,592	(1,408)	120,000	(30,592)
	Total Expense	3,413,630	4,761,799	4,662,984	(98,815)	5,023,894	360,910



Water-Sewer – Wastewater Collection & Transmission - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Sewer Flow Testing	105,000
	Compliance Services (Eco Tech)	25,000
	Total	130,000
Other Contract Services	Fat Oils Grease Campaign	50,000
	Fat Oils Grease Control	35,000
	Lateral Lining	30,000
	Other repairs as needed	30,000
	Total	145,000
Uniform Rental / Laundry Service	Employee uniforms	3,276
Electric, Gas, Water	Electricity for 19 pump stations	113,200
Sewage disposal	940 million gallons with a 6% price increase.	4,015,476
Rentals & Leases	Back-Up Generator rental as needed.	5,000
General Expense	Miscellaneous unanticipated small expenditures	5,000
Clothing & Uniform Expense	Protective clothing – hazardous work conditions, Steel toe shoes	3,000
Maintenance	Unplanned repairs as needed	18,500
Chemicals / Horticultural	Degreasers and disinfectants	5,000
Small Tools & Supplies	Miscellaneous	4,120
Vehicle Lease	Department Vehicles	15,527
Machinery & Equipment	Grinder Pump	35,000
	Backup Pump	60,000
	Odor Control	25,000
	Total	120,000

Water-Sewer Finance & Services Division





WATER-SEWER FINANCE SERVICES

Mission – For FY 24, staff has been consolidated with Finance, carrying out many of the same duties previously done in this division. This division will now serve as the consolidation point for Water-Sewer debt and other cross-fund expenses such as Water-Sewer billing cost, debt service and Fund Contingency.

Budget Summary and Staffing – Please refer to the Finance Department for FY 2024 information.

Goal – Increase collections of outstanding utility billing accounts. To provide professional customer service to City customers and support to other City departments.

Current Year Accomplishments

- Supported the Finance department in completion of FY 21 Financial Audits
- Monthly billed almost two dozen utility billing accounts not transferred to the county
- Maintained compliance with State Revolving Loan Fund and county debt service obligations
- Amended State of Florida Department of Environmental Protection Loan agreement for WW130300 state revolving loan
- Provided central cashiering services for all City departments
- Worked with the county to resolve utility billing customer issues and concerns

FY 24 Objectives – Now in Finance Division

- Restructure Division to provide more accounting support for the Enterprise Fund
- Evaluate feasibility of obtaining new State Revolving Fund Loan
- 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
- Support Finance in the completion of the FY 22 financial audits

FY 24 Measurement – Now in Finance Division

- Collect 15% of delinquent accounts outstanding for utility billing accounts, estimated at \$1.2 million



Water-Sewer - Finance / Customer Service

61		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
513120	Salaries - Regular	173,598	200,277	168,871	(31,406)	-	(168,871)
513130	Salaries - Part Time	-	-	-	-	-	-
513140	Salaries - Overtime	43	800	800	-	-	(800)
	Total Salaries	173,641	201,077	169,671	(31,406)	-	(169,671)
	<u>Benefits</u>						
513210	FICA	12,590	17,076	12,981	(4,095)	-	(12,981)
513220	Retirement	20,198	25,697	20,208	(5,489)	-	(20,208)
513230	Life And Health Insurance	21,618	30,183	25,085	(5,098)	-	(25,085)
	Total Benefits	54,405	72,956	58,274	(14,682)	-	(58,274)
	Total Compensation	228,046	274,033	227,945	(46,088)	-	(227,945)
	<u>Operating Expense</u>						
513320	Accounting & Auditing	23,467	40,000	32,000	(8,000)	-	(32,000)
513340	Other Contracted Services	539,156	453,000	480,000	27,000	233,000	(247,000)
513420	Postage & Freight	283	700	700	-	-	(700)
513493	General Expenses	-	1,000	600	(400)	-	(600)
513510	Office Supplies	1,185	1,500	1,500	-	-	(1,500)
513511	Lien Recording Charge	316	2,000	2,000	-	2,060	60
514370	Legal Counsel	77,504	23,200	10,000	(13,200)	-	(10,000)
533529	Credit Card Fee	51,042	31,000	25,000	(6,000)	5,000	(20,000)
	Total Operating Expense	692,953	552,400	551,800	(600)	240,060	(311,740)
	<u>Other Uses</u>						
514380	Legal Settlements	-	-	-	-	1,000,000	1,000,000
535916	Leave Pay-Out - Wages	-	25,000	25,000	-	25,000	-
535917	Leave Pay-Out - FICA / Medicare	-	1,600	1,600	-	1,600	-
535918	Leave Pay-Out - Retirement	-	2,300	2,300	-	2,300	-
	Total Other Uses	-	28,900	28,900	-	1,028,900	1,000,000
	<u>Debt Service</u>						
513723	State Revolving Loan	493,507	429,787	429,549	(238)	569,883	140,334
535542	Debt Due To M-D - Principal	1,128,185	1,347,800	1,347,800	-	1,162,180	(185,620)
533720	Debt Due To M-D - Interest	72,907	89,500	89,500	-	65,525	(23,975)
	Total Debt Service	1,694,599	1,867,087	1,866,849	(238)	1,797,588	(69,261)
	<u>Contingency</u>						
513992	Contingency	-	261,401	261,401	-	250,000	(11,401)
	Total Contingency	-	261,401	261,401	-	250,000	(11,401)
	<u>Transfer Out</u>						
513441	Information Tech Charge	88,128	206,284	109,234	(97,049)	205,849	96,614
513442	Insurance Charge - Risk	386,729	467,904	467,484	(420)	463,753	(3,731)
513449	Vehicle Service Charge	131,530	168,238	144,951	(23,287)	155,612	10,660
533391	Admin Expense To Gen Fund	403,932	500,300	450,697	(49,603)	504,530	53,833
581925	Water-Sewer CIP Fund	347,556	350,228	-	(350,228)	-	-
	Total Transfer Out	1,357,876	1,692,954	1,172,366	(520,587)	1,329,743	157,377
	Total Expense	3,973,474	4,676,775	4,109,261	(567,513)	4,646,291	537,030



Water-Sewer - Finance - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	County billing service	233,000
Lien Recording Charge	Fee for Lien recording	2060
Credit Card Fee	Merchant Services Fee	5,000
Legal Settlement	Legal Settlement allocation for Water Sewer	1,000,000
Leave Pay-out	Wages Leave Pay-out	25,000
Leave Pay-out FICA	FICA Leave Pay-out	1,600
Leave Pay-out Retirement	Retirement Leave Pay-out	2,300
State Revolving Loan	Debt Service – SRL – CS12080000	0
	Debt Service – SRL – WW-800050	205,741
	Debt Service – SRL – WW-130300	31,052
	Debt Service – SRL – WW-130301	333,090
	Total	569,883
Debt Due to Miami-Dade	Principal and interest payment for unpaid water purchased and wastewater processed prior to FY 19. Includes debt service on additional debt related to purchase and installation of new meters for the City's entire service area	1,227,705
Contingency	Contingency for Water-Sewer Fund for unanticipated additional expenditures or revenue shortfalls	250,000
Information Technology Charge	Payment to Information Technology Internal Services Fund for IT support	205,849
Insurance	Payment to Risk Management Internal Services Fund for insurance	463,753
Vehicle Service Charge	Payment for vehicle maintenance charges	155,612
General Fund Administrative Services	Payment to the General Fund for administrative services received by the Water-Sewer Fund	504,530
Water – Sewer CIP Fund	Transfer to the Water-Sewer CIP Fund for Water-Sewer CIP projects	0

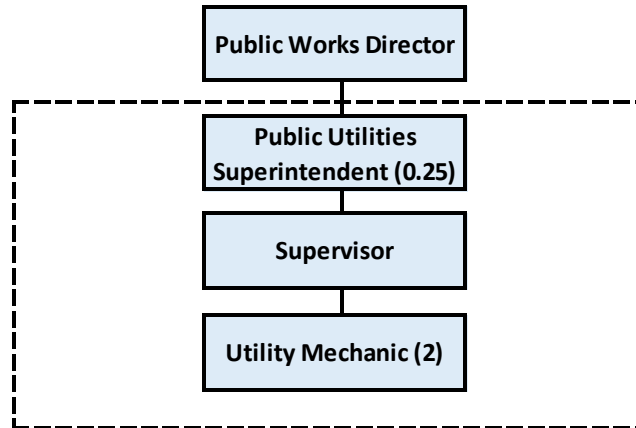
Water Service Line & Meter Maintenance Division





WATER SERVICE LINE & METER MAINTENANCE

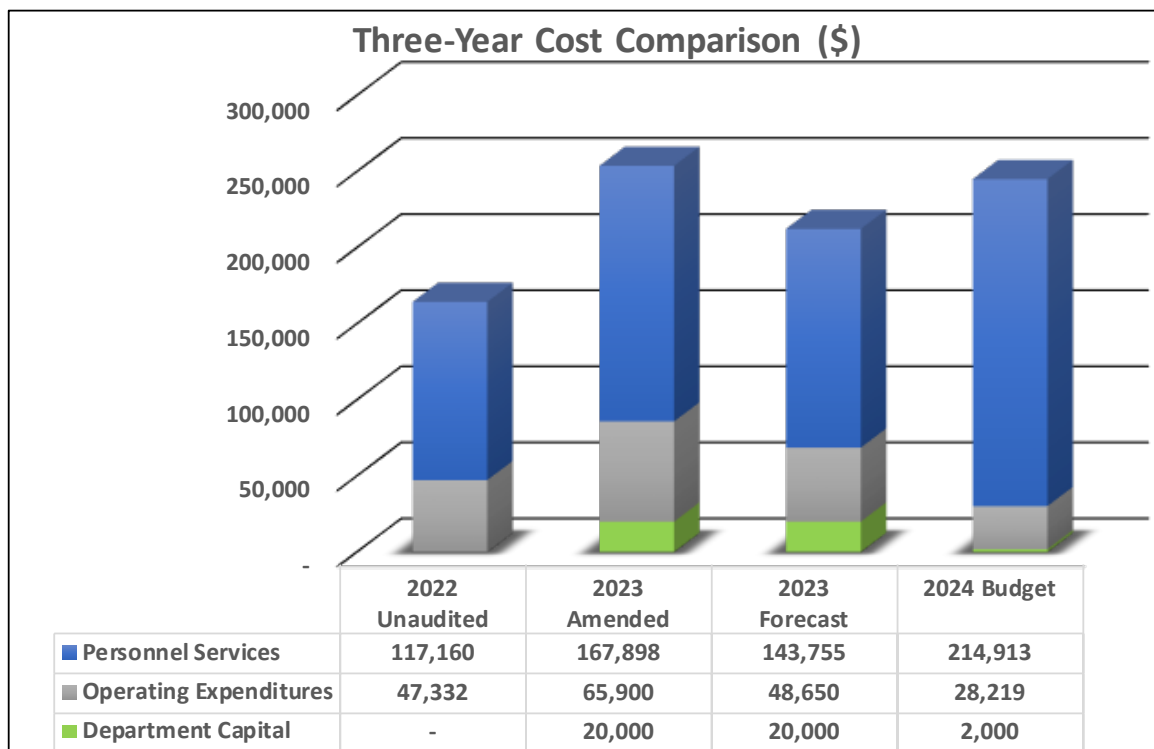
Mission – Maintain water distribution services for service lines running from water mains to customer meters, including maintenance of meter boxes. Provide excellent customer service in responding to customer water service issues and needs.



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

Budget Summary –

Position Summary - Service Line & Meter						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Public Utility Superintendent	0.25	-	0.25	-	0.25	-
Water Meter Supervisor	1	-	1	-	1	-
Utility Mechanic	1	-	2	-	2	-
Water Meter Reader	2	-	1	-	-	-
Total	4.25	-	4.25	-	3.25	-
Full Time Equivalent	4.25	-	4.25	-	3.25	-



Current Year Accomplishments -

- Replaced 300 meter boxes.
- Replaced more than 70 service lines.
- Marked meter boxes to assist County meter readers
- Completed other routine repairs

FY 24 Objectives -

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

FY 23 Measurements -

- Service line repair / replacement – Target = 200 service lines
- Restoration of meter boxes to grade level – Target = 50 meter boxes

Results - FY 23 Objectives -

- Repair / replace 200 water service lines to improve delivery of water – **Repaired / replaced 70 lines identified as requiring either repair or replacement**
- Bring 200 meter boxes up to grade level to lessen intrusion of dirt which buries the meters and impedes meter reading – **Replaced 200 meter boxes**



Results – FY 23 Measurements -

- Service line repair / replacement – Target = 200 service lines – **Only 70 required repair / replacement**
- Restoration of meter boxes to grade level – Target = 100 meter boxes – **Replaced 200 meter boxes**





Water-Sewer - Service Lines & Meter Maintenance

63		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Salaries						
533120	Salaries - Regular	82,268	115,455	103,266	(12,189)	154,786	51,520
533140	Salaries - Overtime	5,174	5,000	5,000	-	2,000	(3,000)
	Total Salaries	87,442	120,455	108,266	(12,189)	156,786	48,520
	Benefits						
533210	FICA	6,501	11,226	8,283	(2,943)	11,994	3,711
533220	Retirement	9,528	16,587	12,894	(3,693)	21,275	8,381
533230	Life And Health Insurance	13,690	19,630	14,312	(5,318)	24,858	10,546
	Total Benefits	29,718	47,443	35,489	(11,954)	58,127	22,638
	Total Compensation	117,160	167,898	143,755	(24,143)	214,913	71,158
	Operating Expense						
533340	Other Contracted Services	-	28,000	28,000	-	6,000	(22,000)
533341	Uniform Rental/Laundry	762	1,500	1,500	-	1,456	(44)
533440	Rentals & Leases	-	1,000	1,000	-	1,000	-
533462	Repair And Maintenance	41,960	27,500	12,000	(15,500)	5,000	(7,000)
533520	Operating Expense	1,968	2,500	1,000	(1,500)	1,000	-
533521	Clothing & Uniform Expense	-	700	650	(50)	900	250
533555	Small Tools Minor Equipment	2,641	4,700	4,500	(200)	5,000	500
533648	Vehicle Lease	-	-	-	-	7,863	7,863
	Total Operating Expense	47,332	65,900	48,650	(17,250)	28,219	(20,431)
	Capital						
533630	Improvements Other Than Buildings	-	-	-	-	-	-
533640	Machinery & Equipment	-	20,000	20,000	-	2,000	(18,000)
	Total Capital	-	20,000	20,000	-	2,000	(18,000)
	Total Expense	164,492	253,798	212,405	(41,393)	245,132	32,727



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

Account Name	Footnote Detail	Proposed Budget (\$)
Uniform Rental / Laundry	Employee uniform rental and laundry service	1,456
Other Contracted Services	Line Stops and other services	6,000
Rentals & Leases	Miscellaneous	1,000
Service Line Repair & Maintenance	Repairs Parts As Needed	5,000
Operating Expense	Miscellaneous small expenditures	1,000
Clothing & Uniform Expense	Safety shoes and hazmat clothing	900
Small Tools Minor Equipment	Miscellaneous	5,000
Vehicle Lease	Vehicle Lease	7,863
Machinery & Equipment	Meter Box Vacuum	2,000

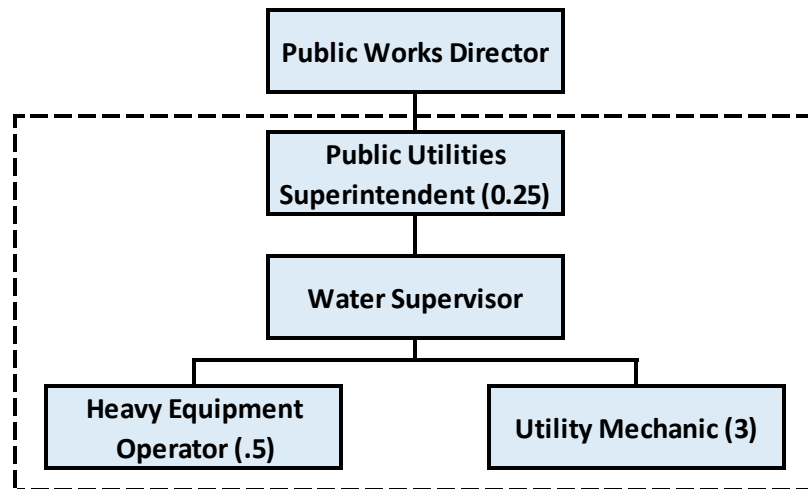
Water Distribution Division





WATER DISTRIBUTION

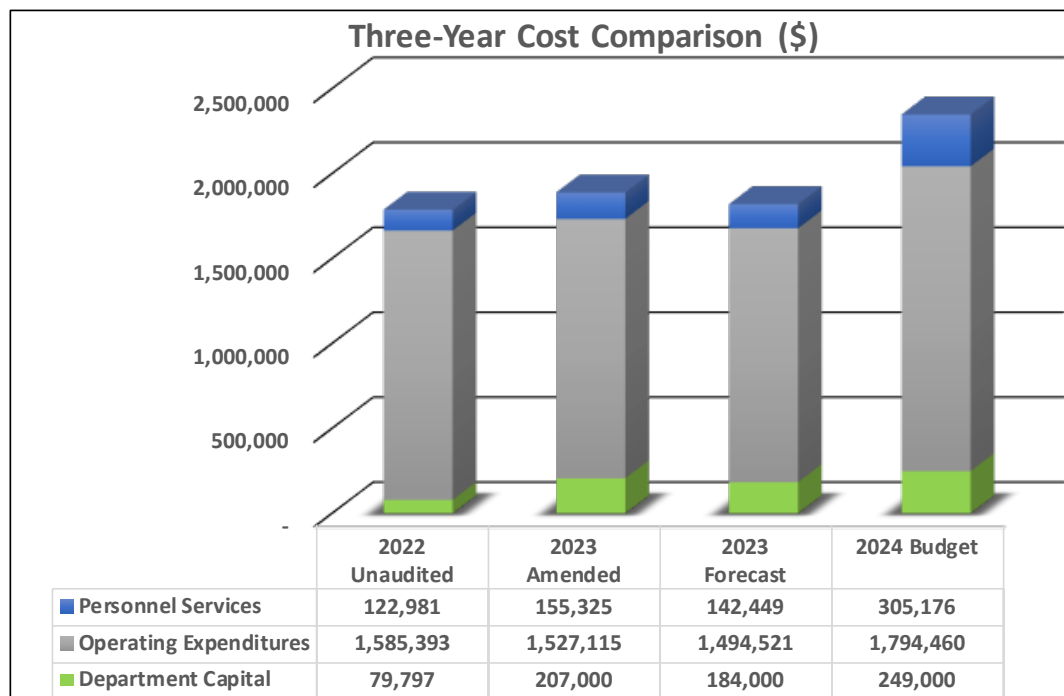
Mission – Cost-effective delivery of safe drinking and effective fire suppression water



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

Budget Summary –

Position Summary - Water Distribution						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Public Utility Superinten	0.25	-	0.25	-	0.25	-
Supervisor	0.7	-	0.7	-	1	-
Utility Mechanic	3	-	3	-	3	-
Heavy Equip Op	1	-	0.5	-	0.5	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
Total	4.95	-	4.45	-	4.75	-
Full Time Equivalent	4.95	-	4.45	-	4.75	-



Current Year Accomplishments -

- 26 hydrants repairs
- Five major water main breaks repaired.
- Passed annual water quality test and subsequent audit of results
- Passed lead, copper and asbestos quadrennial test.
- Ongoing routine maintenance.
- Installation of 18 water quality testing stations, to accomplish our testing requirements.

FY 24 Objectives -

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

FY 23 Measurements -

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

Results - FY 23 Objectives -

- Repair / replace one hundred fire hydrants. – **Will be less than 50 for the year**
- Conduct a leak study to further reduce water loss – **Not done**
- Initiate a program of valve exercising to ensure major valves are fully operational – **Not done**
- Achieve a passing grade in response to annual testing requirements - **Yes**



Results – FY 23 Measurements -

- Water loss – Target = 10% - **8.4%, 5.9% (Average year-to-date)**
- Hydrant repairs / replacements – Target = 50 hydrants - **At 26 as of June, 2023**
- Valves exercised – Target = 50 valves - **No**
- Water quality – Target = Pass – **Yes**





Water-Sewer - Water Distribution

64		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
533120	Salaries - Regular	88,363	102,263	101,401	(862)	213,390	111,989
533140	Salaries - Overtime	1,125	3,000	3,000	-	1,500	(1,500)
	Total Salaries	89,488	105,263	104,401	(862)	214,890	110,489
	<u>Benefits</u>						
533210	FICA	6,270	14,174	7,987	(6,187)	16,438	8,451
533220	Retirement	10,643	17,064	12,434	(4,630)	29,161	16,727
533230	Life And Health Insurance	16,579	18,824	17,627	(1,197)	44,687	27,060
	Total Benefits	33,493	50,062	38,048	(12,014)	90,286	52,238
	Total Compensation	122,981	155,325	142,449	(12,876)	305,176	162,727
	<u>Operating Expense</u>						
533312	Other Professional Services	47,824	72,000	63,500	(8,500)	30,500	(33,000)
533340	Other Contracted Services	15,685	56,100	56,080	(20)	24,000	(32,080)
533341	Uniform Rental/Laundry	648	2,150	-	(2,150)	1,820	1,820
533433	Purchase Of Water	1,507,477	1,370,365	1,359,141	(11,224)	1,683,477	324,336
533440	Rentals & Leases	1,336	7,000	3,000	(4,000)	4,000	1,000
533467	Repairs - Machinery & Equipment	-	7,500	2,000	(5,500)	3,000	1,000
533520	Operating Expense	5,767	8,000	7,500	(500)	35,000	27,500
533521	Clothing & Uniform Expense	-	500	300	(200)	800	500
533555	Small Tools & Supplies	6,657	1,000	1,000	-	1,000	-
541542	Parts & Repairs	-	2,000	2,000	-	3,000	1,000
533648	Vehicle Lease	-	-	-	-	7,863	7,863
	Total Operating Expense	1,585,393	1,527,115	1,494,521	(32,594)	1,794,460	299,939
	<u>Capital</u>						
5336309	Fire Hydrants	79,797	162,000	139,000	(23,000)	162,000	23,000
533640	Machinery & Equipment	-	45,000	45,000	-	87,000	42,000
	Total Capital	79,797	207,000	184,000	(23,000)	249,000	65,000
	Total Expense	1,788,171	1,889,440	1,820,970	(68,470)	2,348,636	527,666



Water-Sewer – Water Distribution - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Consultant – water quality	18,000
	Water testing	11,000
	Underground Locator Services	1,500
	Total	30,500
Other Contracted Services	Services as may be needed	24,000
Uniform Rental / Laundry	Employee uniform rental	1,820
Water purchase	749 million gallons with a 9.7% rate increase	1,683,477
Rentals & Leases	Miscellaneous as needed	4,000
Repairs – Machinery & Equipment	Miscellaneous unplanned repairs as needed	3,000
Operating Expense	Repair material	10,000
	Odor Control System	25,000
	Total	35,000
Clothing & Uniform Expense	Steel toe shoes & Hazmat clothes	800
Small Tools & Supplies	Miscellaneous	1,000
Parts & Repairs	Specialized Parts	3,000
Vehicle Lease	Vehicle lease	7,863
Fire Hydrants	Fire hydrant repairs	162,000
Machinery & Equipment	Hot Tapping Machine	87,000

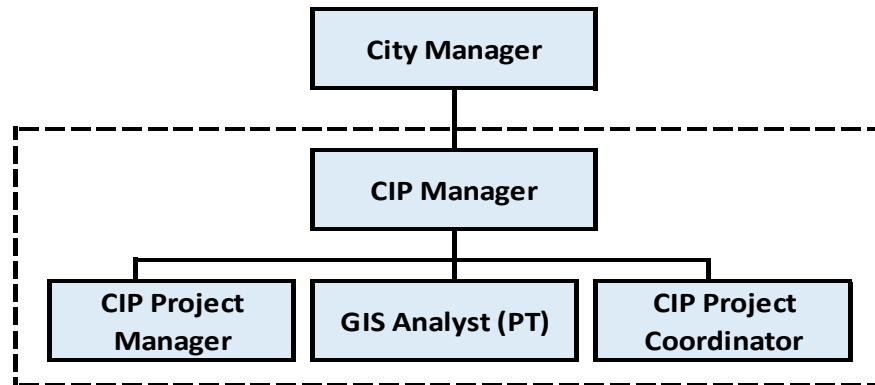
Water-Sewer CIP Management Division





WATER-SEWER CAPITAL IMPROVEMENT PROGRAM MANAGEMENT

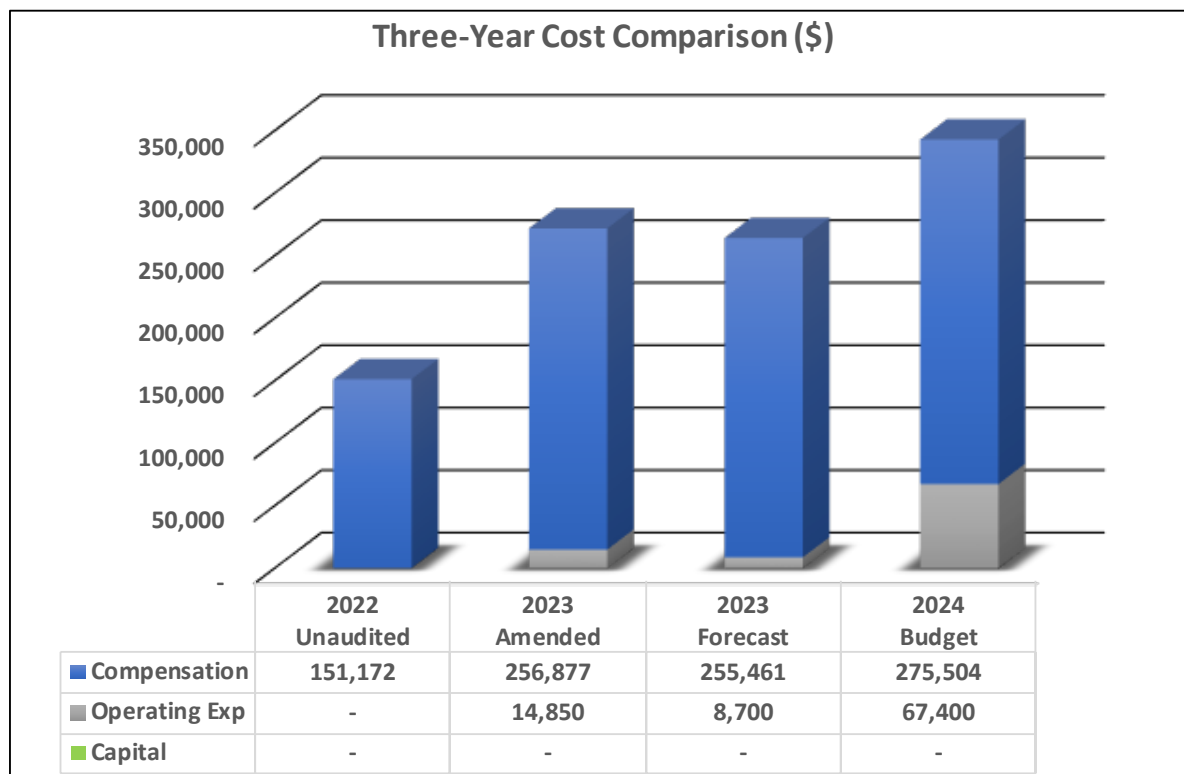
Mission – Identify and respond to City infrastructure requirements through development and management of prioritized cost-effective projects, including identifying funding sources (loans, grants).



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

Budget Summary -

Position Summary - Water Sewer CIP						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Other	FT	PT	FT	PT	FT	PT
Public Works Director	0.25	-	-	-	-	-
CIP Manager	1	-	1	-	1	-
CIP Project Manager	1	-	1	-	1	-
CIP Project Coordinator	1	-	1	-	1	-
GIS Analyst	-	-	-	-	-	1
Total	3.25	0	3	0	3	1
Full Time Equivalent	3.25	0	3	0	3	0.5



Current Year Accomplishments -

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

FY 24 Objectives -

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

Results - FY 23 Objectives -

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



FISCAL YEAR 2024
ANNUAL PROPOSED OPERATING BUDGET

CIP Management

75		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
535110	Salaries - Executive	54,663	-	-	-	-	-
535120	Salaries - Regular	56,073	194,316	193,383	(933)	199,473	6,090
	Total Salaries	110,737	194,316	193,383	(933)	199,473	6,090
	<u>Benefits</u>						
535210	FICA	8,288	14,953	14,794	(159)	18,166	3,372
535220	Retirement	18,036	23,191	23,032	(159)	32,224	9,192
535230	Life And Health Insurance	14,111	24,417	24,252	(165)	25,641	1,389
	Total Benefits	40,435	62,561	62,078	(483)	76,031	13,953
	Total Compensation	151,172	256,877	255,461	(1,416)	275,504	20,043
	<u>Operating Expense</u>						
535312	Other Professional Services	-	-	-	-	40,000	40,000
535340	Other Contracted Services	-	7,500	4,000	(3,500)	7,500	3,500
535420	Postage	-	50	-	(50)	-	-
535440	Rentals & Leases	-	-	-	-	3,600	3,600
538493	General Expense	-	2,000	900	(1,100)	1,000	100
529510	Office Supplies	-	1,500	-	(1,500)	1,500	1,500
535520	Operating Expense	-	-	-	-	10,000	10,000
535540	Pubs/Subs/Memberships	-	600	600	-	600	-
535541	Educational Cost	-	3,200	3,200	-	3,200	-
	Total Operating Expense	-	14,850	8,700	(6,150)	67,400	58,700
	Total Capital	-	-	-	-	-	-
	Total Expense	151,172	271,727	264,161	(7,566)	342,904	78,743



Water-Sewer – CIP - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Survey of Parks to include Sherbondy and Segal	40,000
Other Contracted Services	Project Signage	7,500
Rental & Leases	Copier Lease and Maintenance	3,600
General Expenses	Miscellaneous expenses for CIP operations	1,000
Operating Expense	New Road Cones and Barricades	10,000
Membership Dues	Professional Association dues	600
Office Supplies	Routine office supplies required to support operations	1,500
Educational Cost	GIS & IDD Training	3,200

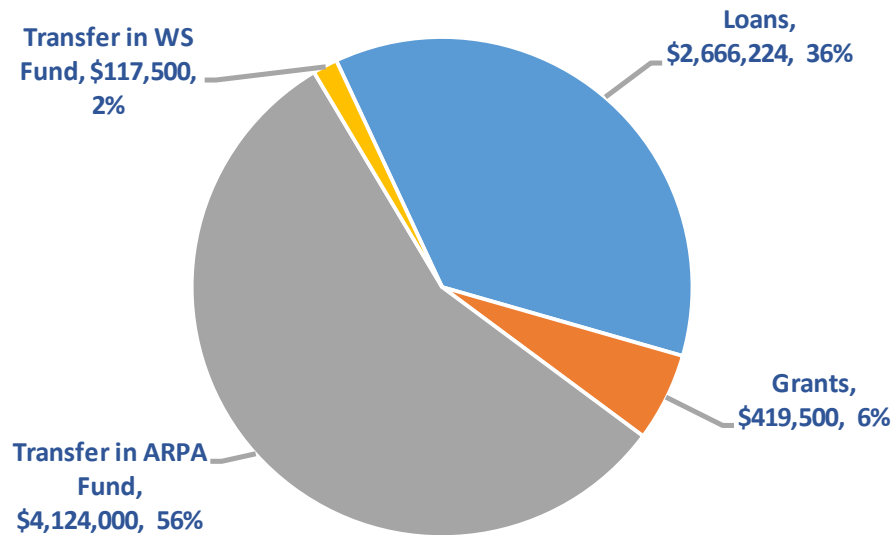
Water-Sewer CIP Fund



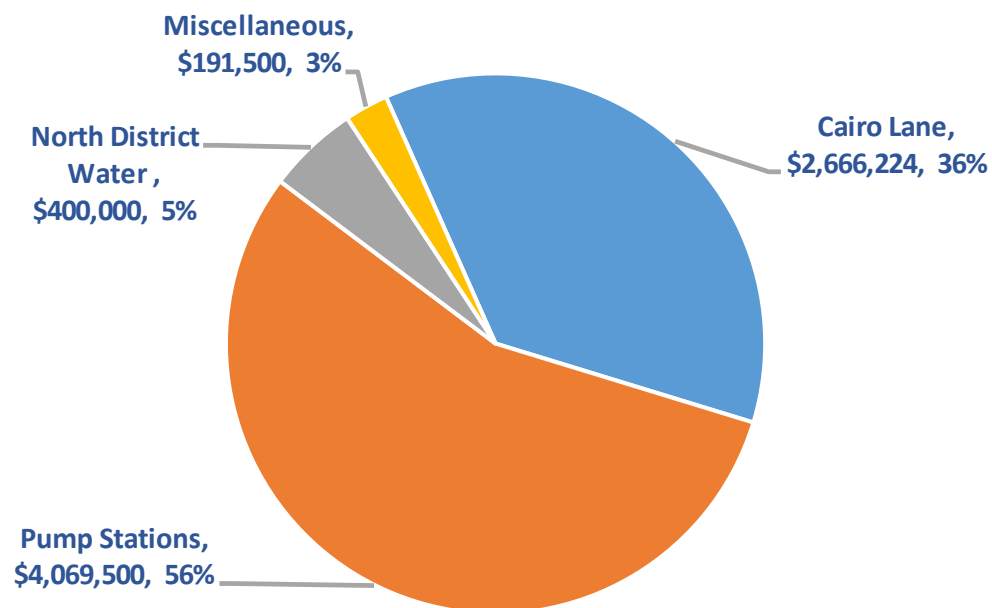


Water-Sewer CIP Revenue & Expense

Water-Sewer Fund CIP Funding - \$7.3M



Water-Sewer Fund CIP Expenditure - \$7.3M





WATER-SEWER CIP FUND

Mission – To use funds from the Water-Sewer Fund, grants and loans to rehabilitate and upgrade 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. Additionally, utilize these same sources of funding to rehabilitate the City’s wastewater collection and transmission system to fully satisfy all Miami-Dade County Department of Environmental Management (DERM) requirements, minimize inflow and infiltration (I&I) and ensure that the system’s capacity is sufficient for both current and future volumes.

Goal – Identify priority projects and ensure that funding sources are sought to allow completion of these projects. Prioritize Water-Sewer CIP projects to make optimal use of available funding, including aggressive seeking of grants and the most affective allocation of the \$8.0 million American Rescue Plan Act (ARPA) funds received by the City. All projects to be completed within budget and on schedule.

Current Year Accomplishments

- Refer to current year accomplishments on the following Water-Sewer CIP expenditure page FY 23 forecast

FY 24 Objectives

- Refer to the FY 24 proposed projects on the Water-Sewer CIP expenditure page

Results vs. FY 23 Objectives

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



Water-Sewer CIP Fund - Summary

ACCT	Account Title	FY 22	FY 23			FY 24	
		Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
445	Grants						
334700	County GDBG Grant	-	336,225	80,000	(256,225)	419,500	339,500
	Total Grants	-	336,225	80,000	(256,225)	419,500	339,500
	Total Revenue	-	336,225	80,000	(256,225)	419,500	339,500
	Loans						
	SRF Loan - WW13031	-	2,666,224	-	(2,666,224)	2,666,224	2,666,224
	North Water Dist Svc Line	-	1,092,894	-	(1,092,894)	-	-
	Total Loans	-	3,759,118	-	(3,759,118)	2,666,224	2,666,224
	Transfer-In						
381001	From ARPA Fund	-	4,730,000	800,087	(3,929,913)	4,241,500	3,441,413
381180	From Water-Sewer Op Fund	347,556	350,228	-	(350,228)	-	-
	Total Transfer-In	347,556	5,080,228	800,087	(4,280,141)	4,241,500	3,441,413
	Total Funding	347,556	9,175,571	880,087	(8,295,484)	7,327,224	6,447,137
86	Expenditure						
	Capital	530,498	9,175,571	880,087	(8,295,484)	7,327,224	6,447,137
	Contingency	-	-	-	-	-	-
	Total Expenditure	530,498	9,175,571	880,087	(8,295,484)	7,327,224	6,447,137
	Total Expenditure	530,498	9,175,571	880,087	(8,295,484)	7,327,224	6,447,137
	Fund Balance - Unassigned						
	Beginning	-	-	-	-	-	-
	(Use Of)/Add To Fund Balance	(182,942)	-	-	-	-	-
	Ending	(182,942)	-	-	-	-	-



Water-Sewer CIP Expenditure

86		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Capital						
535651	Zone 3 Water - Superior St.	-	-	-	-	-	-
5356308	Smart Covers	-	280,000	206,000	(74,000)	154,000	(52,000)
5356314	SRF Projects - Wastewater (PS 7,8)	-	-	-	-	-	-
5356315	Cairo Lane (Water-Sewer Portion)	80,633	2,670,591	4,367	(2,666,224)	2,666,224	2,661,857
5356317	Pump Station #12 Rehabilitation	34,000	771,000	21,000	(750,000)	750,000	729,000
5356319	Zone 1&2, PS Relining	-	-	-	-	-	-
535635	Pump Station #9 Rehabilitation	34,000	721,000	21,000	(700,000)	700,000	679,000
535636	Pump Station #4 Relocation	-	600,000	80,000	(520,000)	519,500	439,500
535638	North District Water Distribution	142,500	1,920,992	435,598	(1,485,394)	400,000	(35,598)
535641	Manhole Rehabilitation	182,942	37,058	37,058	-	-	(37,058)
535642	NW 133rd Street - Sewer Reloc	21,529	443,246	43,247	(399,999)	400,000	356,753
535650	Pump Station #16 Rehabilitation	34,000	821,000	21,000	(800,000)	800,000	779,000
543638	NW 131st St Drainage	894	10,684	10,817	133	37,500	26,683
5356335	Pump Station Flow Meters	-	900,000	-	(900,000)	900,000	900,000
	Total CIP	530,498	9,175,571	880,087	(8,295,484)	7,327,224	6,447,137
	Total Expense	530,498	9,175,571	880,087	(8,295,484)	7,327,224	6,447,137



Water-Sewer CIP Fund - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Smart Covers	Digital Manhole cover that can detect raising water to help eliminate overflows and emergencies	154,000
Cairo Lane (Water-Sewer Portion)	Water-Sewer portion of an anticipated \$5.4 million project to restore Cairo Lane. This portion funded by an awarded 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.	750,000
Pump Station #9 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 funded with \$100,000 of ARPA funds.	519,500
North District Water Distribution	Replacement of a portion of North Distric 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.	400,000
NW 133 rd Street – Sewer Relocation	Major pump station upgrade and relocation to increase capacity and reliability.	400,000
Pump Stations #16 Rehabilitation	Major pump station upgrade in capacity and reliability. \$500,000 State grant being sought with the remaining \$300,000 match requirement tentatively recommended to be funded with ARPA funds.	800,000
NW 131 st Street Drainage	Renew Roadway for better drainage	37,500
Pump Station Flow Meters	Meters to sense abnormal Waste Water Flow to identify potential pump station issues	900,000



FY 24 Water-Sewer CIP Funding Matrix

Projects	Total	Funding Sources				
		ARPA	WS Op Fund	New SRF Loan	SRF Loan WW130301	CDBG
Smart Covers	154,000	154,000	-	-	-	-
Cairo Lane	2,666,224	-	-	-	2,666,224	-
Pump Station #12	750,000	750,000	-	-	-	-
Pump Station #9	700,000	700,000	-	-	-	-
Pump Station #4	519,500	100,000	-	-	-	419,500
North District Distrib	400,000	400,000	-	-	-	-
NW 133rd Street	400,000	400,000	-	-	-	-
Pump Station #16	800,000	800,000	-	-	-	-
NW 131st Street	37,500	37,500	-	-	-	-
Pump Station Flow Meters	900,000	900,000				
Total	7,327,224	4,241,500	-	-	2,666,224	419,500

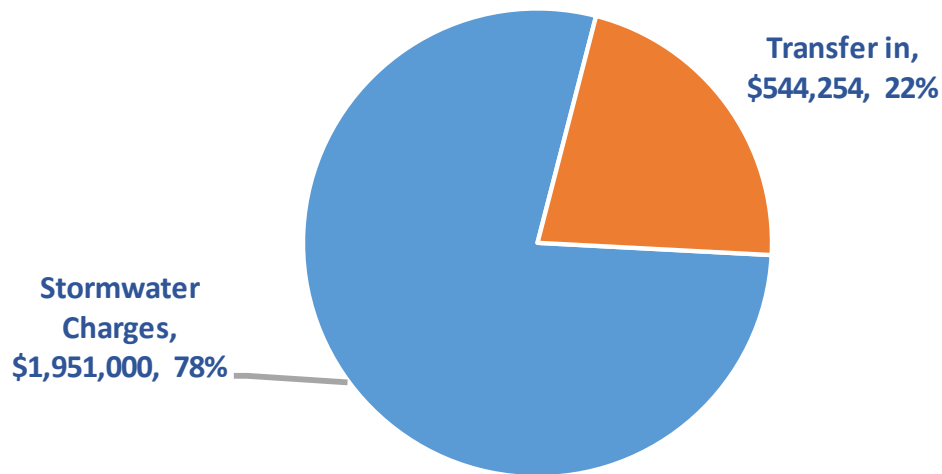
Stormwater Operating Fund



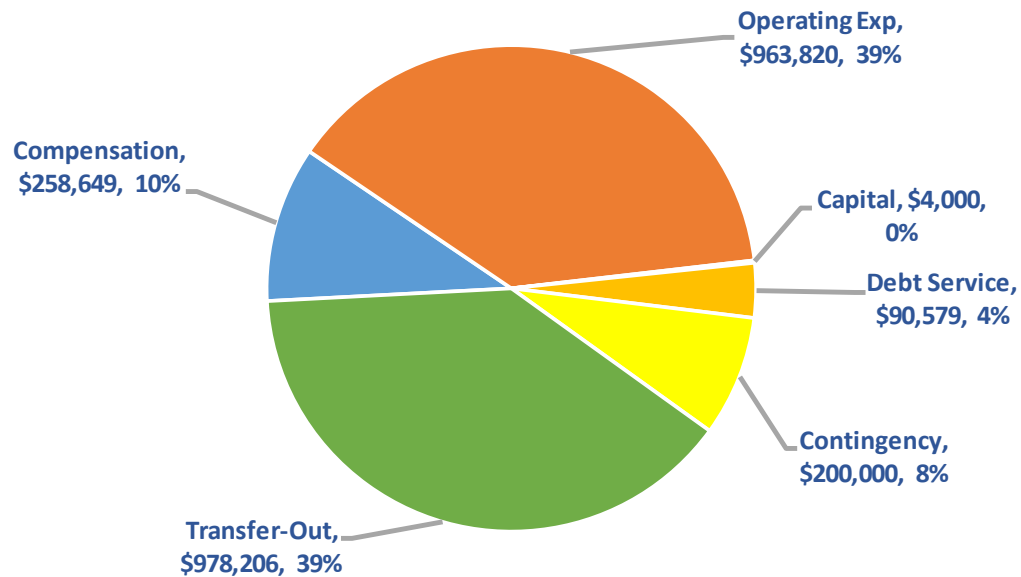


Stormwater Operating Fund Revenue & Expenses

Stormwater Fund Funding - \$2.4M



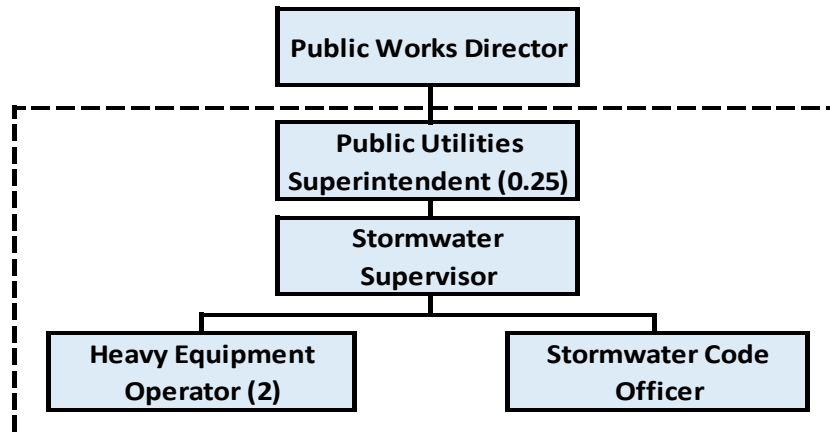
Stormwater Fund Expenditure - \$2.4M





STORMWATER

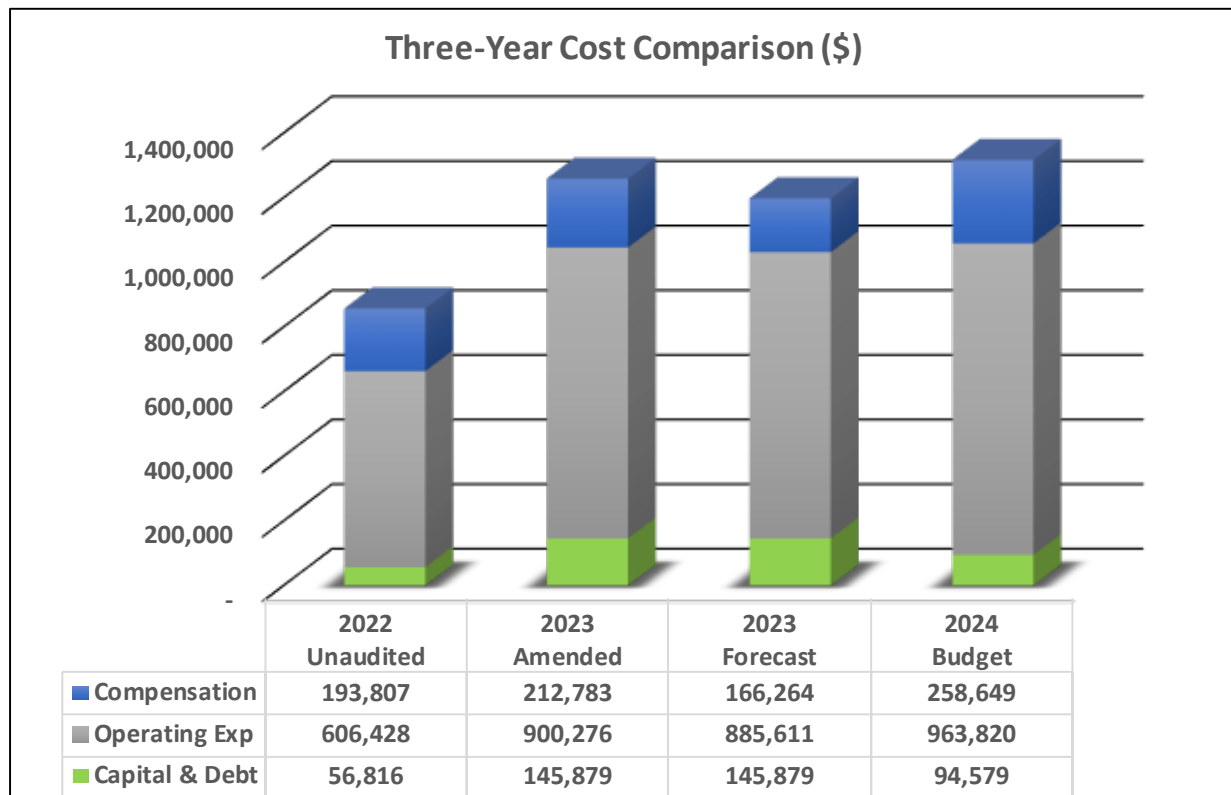
Mission – Enhance and maintain the City’s stormwater drainage system while adhering to all environmental requirements. Respond to flooding events which overwhelm the City’s drainage system.



Goal – A stormwater drainage system designed for engineering criteria, to be defined in studies, to deploy systems that will handle most South Florida rain events with a minimum of flooding and rapid run-off. This will help whenever a rain event overwhelms the drainage system. To ensure streets are clear of all material which could potentially impede stormwater drainage.

Budget Summary –

Position Summary - Stormwater						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
Utility Superintendent	0.25	-	0.25	-	0.25	-
Stormwater Supervisor	0.3	-	0.3	-	1	-
Maintenance Worker	1	-	1	-	-	-
Heavy Equip Operator	2	-	2	-	2	-
Stormwater Code Officer	-	-	1	-	1	-
Total	3.55	-	4.55	-	4.25	-
Full Time Equivalent	3.55	-	4.55	-	4.25	-



Commission Priorities – Beautification, Infrastructure -

Current Year Accomplishments

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

FY 24 Objectives -

- Completion the assessment and video evaluation of the citywide stormwater collection system, consisting of 450 Inlets, 19,330 exfiltration piping, that is currently known.
- Maintain increased street sweeping.
- Further enhance canal maintenance

Other Current Year Accomplishments -

- Improved collection of stormwater fees, since its’ been moved to the property tax bill, ensuring that all properties equitably charged.
- Cleaned 77 stormwater inlets and 8,000 linear feet of drainage lines through June 2023
- Satisfied the annual National Pollutant Discharge Elimination System (NPDES) requirements.
- Begun work with City’s grant writer contractor to apply for major stormwater grants.
- Provided assistance throughout City in response to storm-created flooding.



Other FY 24 Objectives -

- Develop City map clearly identifying all stormwater inlets, and liner footage of exfiltration piping.
- Resolve Glorieta Gardens retention pond issue.
- Thorough preparation for and responsiveness to all City flooding events

FY 23 Measurements -

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

Results - FY 23 Objectives -

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

Results – FY 23 Measurements-

- Stormwater roadside inlets cleaned – Target = 77 inlets - **Done**
- Miles of City streets swept – Target = 1000 miles - **Done**
- Completion of stormwater masterplan – Target = Yes - **Done**
- Meet NPDES requirements – Target = Yes - **Done**
- Loans and/or grants applied for – Target = Minimum of one – **Process begun**





Stormwater Operating Fund - Summary

ACCT	Account Title	FY 22	FY 23			FY 24	
		Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
343800	<u>Funding</u>						
	<u>Revenue</u>						
	Stormwater Revenue	1,800,001	1,926,000	2,019,870	93,870	1,951,000	(68,870)
	Total Revenue	1,800,001	1,926,000	2,019,870	93,870	1,951,000	(68,870)
	<u>Expense</u>						
	Salary	151,006	153,056	122,800	(30,256)	183,888	61,088
	Benefits	42,801	59,727	43,464	(16,263)	74,761	31,297
	Total Compensation	193,807	212,783	166,264	(46,519)	258,649	92,385
	Operating Expense	606,428	900,276	885,611	(14,665)	963,820	78,209
	Other Uses	-	145,000	145,000	-	-	(145,000)
	Capital	-	15,000	15,000	-	4,000	(11,000)
	Debt Service	6,873	130,879	130,879	-	90,579	(40,300)
	Contingency	-	114,893	114,893	-	200,000	85,107
	Total Expense Ex Transfer Out	807,107	1,518,831	1,457,647	(61,184)	1,517,048	59,401
	Transfer Out	684,092	2,839,283	1,709,328	(1,129,955)	977,288	(732,040)
	Total Expense	1,491,200	4,358,114	3,166,975	(1,191,139)	2,494,336	(672,639)
	(Use of)/Add To Working Capital	308,801	(2,432,114)	(1,147,105)	1,285,009	(543,336)	603,769
	<u>Working Capital</u>						
	Beginning	1,768,403	2,077,204	2,077,204	-	930,099	(1,147,105)
	(Use Of)/Add To Working Capital	308,801	(2,432,114)	(1,147,105)	1,285,009	(543,336)	603,769
	Ending	2,077,204	(354,910)	930,099	1,285,009	386,763	(543,336)



Stormwater Operating Fund Expense

43		FY 22	FY 23	FY 24
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Over / (Under) Amend Bgt
	Salaries			
538120	Salaries - Regular	142,997	145,056	(30,256)
538140	Salaries - Overtime	8,009	8,000	-
	Total Salaries	151,006	153,056	(30,256)
	Benefits			
538210	FICA	11,417	13,993	(4,599)
538220	Retirement	15,532	18,785	(4,159)
538230	Life And Health Insurance	15,853	26,949	(7,505)
	Total Benefits	42,801	59,727	(16,263)
	Total Compensation	193,807	212,783	(46,519)
	Operating Expense			
538312	Other Professional Services	119,217	84,500	(425)
538340	Other Contracted Services	417,371	502,000	(1,517)
538341	Uniform Rental/Laundry	593	1,200	-
538440	Rentals And Leases	-	6,000	(3,000)
538467	Repairs - Machinery & Equip	188	20,000	(1,000)
538493	General Expense	50	5,400	(1,000)
538521	Clothing & Uniform Expense	-	2,500	(300)
538523	Special Supplies	71	26,000	(855)
538525	Chemicals/Horticultural	-	2,000	(2,000)
538541	Educational Costs	-	11,300	(300)
538648	Vehicle Lease	68,938	232,376	(268)
541431	Tipping Fees	-	7,000	(4,000)
	Total Operating Expense	606,428	900,276	(14,665)
	Other Uses			
514380	Legal Settlements	-	-	-
	Penalties	-	145,000	-
	Total Other Uses	-	145,000	-
	Capital			
538640	Machinery & Equipment	-	15,000	-
	Total Capital	-	15,000	-
	Debt Service			
538723	State Revolving Loan	-	10,479	-
535542	Miami-Dade Debt - Principal	-	115,900	-
533720	Miami-Dade Debt - Interest	6,873	4,500	-
	Total Debt Service	6,873	130,879	-
	Contingency			
538992	Working Capital Reserve	-	114,893	-
	Total Contingency	-	114,893	-
	Transfer Out			
538391	Reimbursement - Admin Cost	73,725	91,314	(9,053)
538441	Information Tech Charge	15,180	35,532	(16,717)
538442	Insurance Charge - Risk	55,622	67,429	(358)
538449	Vehicle Service Charge	5,261	6,730	(931)
513917	Stormwater CIP Fund	534,303	2,502,135	(1,021,418)
581925	Water Sewer Fund (CIP Charge)	-	136,143	(81,478)
	Total Transfer Out	684,092	2,839,283	(1,129,955)
	Total Expense	1,491,200	4,358,114	(1,191,139)



Stormwater - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Compliance support	8,000
	Lab testing	18,000
	Other	8,000
	Total	34,000
Other Contracted Services	Fountain maintenance	3,000
	Canal maintenance	300,000
	State Road 9 detention pond maintenance	6,000
	Cario Lane Clean-up	50,000
	Drainage System Maintenance	350,000
	Other	30,550
	Total	742,640
Uniform Rental / Laundry	Employee uniform services	2,548
Rentals	Specialized equipment for repairs	6,000
Repairs – Machinery & Equipment	Street sweeper maintenance	13,000
General Expense	FL Dept of Environment	600
	NPDES	800
	Other	3,000
	Total	4,400
Clothing & Uniform Expense	Protective shoes, Hazmat, Gas Masks	1,300
Special Supplies	Spill containment kits	2,000
Chemicals / Horticultural	Mosquito repellant	2,000
Vehicle Lease	New Vacuum Truck	106,232
	Crane Truck	40,700
	Total	146,932
Tipping Fees	Tipping fees for Street sweeper	9,000
Machinery & Equipment	Pump on Trailer	4,000
Debt Service	Repayment of Principal and Interest on debt	90,579
Contingency	Stormwater Fund contingency for unanticipated expenditures and/or revenue shortfalls	200,000
Reimbursement – Admin Cost	Transfer to the General Fund for administrative support	114,360
Information Technology Charge	Transfer to Information Technology Internal Services Fund for IT support	35,457
Risk Management Charge	Transfer to Risk Management Internal Services Fund for insurance coverage	57,552
Vehicle Service Charge	Recovery of vehicle maintenance services	6,224
Water-Sewer Fund	CIP Management charge	60,763
Stormwater CIP Fund	131 Street Additional Cost	100,000
	Cairo Lane	275,000
	Burlington Canal	127,931
	NW 38 th Court	200,000
	Total	702,931

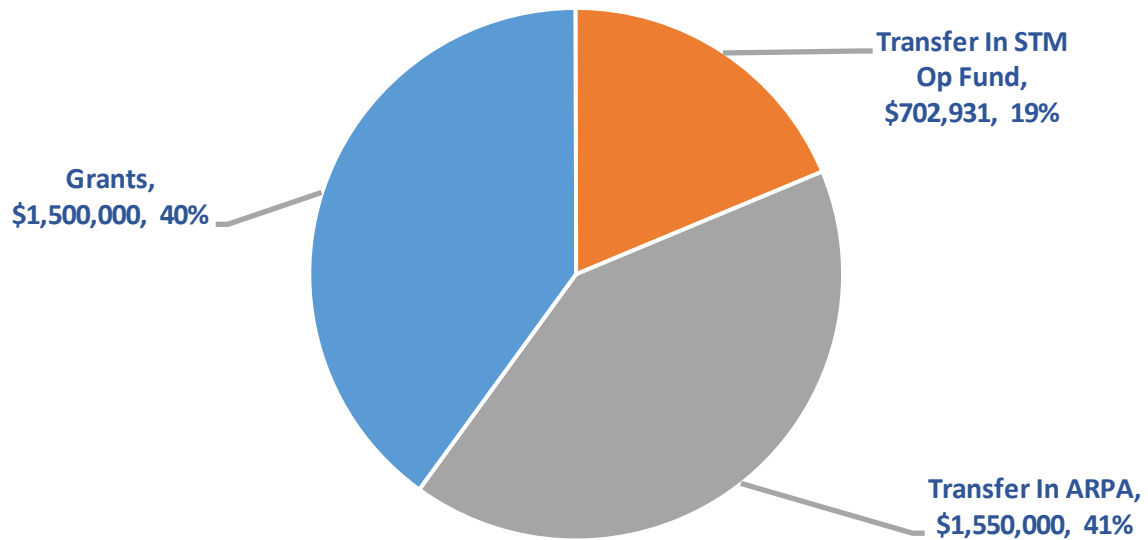
Stormwater CIP Fund



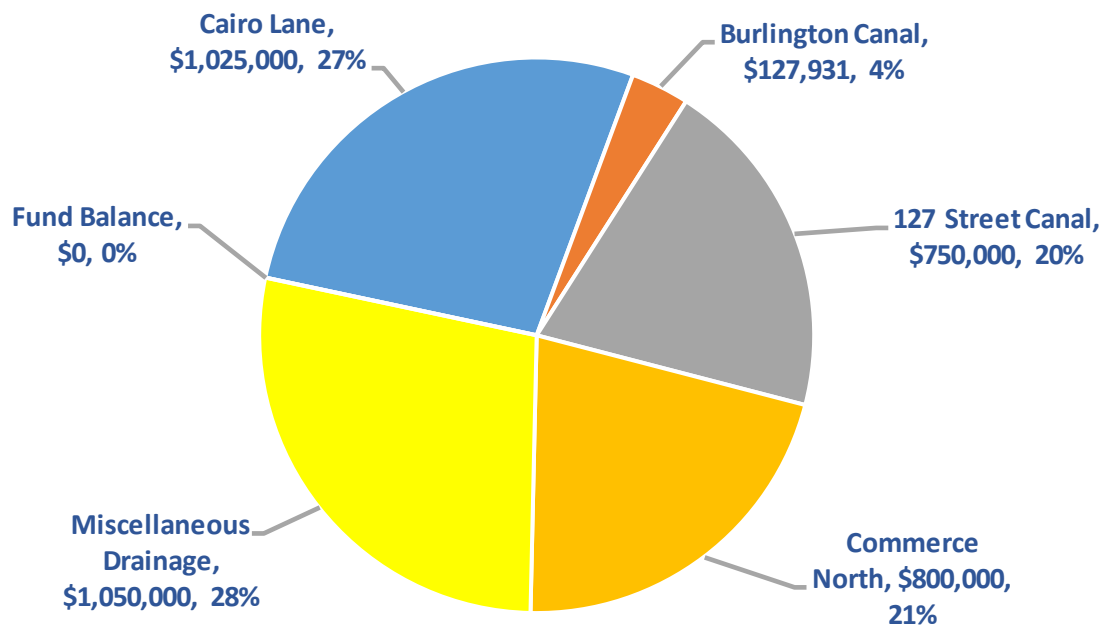


Stormwater CIP Fund Revenue & Expense

Stormwater Fund CIP Funding - \$3.7M



Stormwater Fund CIP Expenditure - \$3.7M





STORMWATER CIP FUND

Mission – To use 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, in amount and contaminants.

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

Current Year Accomplishments

- Refer to the current year accomplishments on the following Stormwater CIP expenditure page FY 23 forecast

FY 24 Objectives

- Refer to the FY 24 proposed projects on the Stormwater CIP expenditure page

Results vs. FY 23 Objectives

- Cairo Lane completion – Results: under permitting
- Burlington Canal – Phase I - Under permitting
- NW 38th Court (132nd – 135th Street) – deferred FY24
- Commerce North – Construction on a portion of project. Deferred looking for additional funding
- NW 127th Street Canal – Construction Feasibility Assessment underway



Stormwater CIP Fund - Summary

ACCT	Account Title	FY 22 Actual (Not Audited)	FY 23 Amended Budget	FY 23 Fcst	FY 23 Over / (Under) Amend Bgt	FY 24 Proposed	Continuation Beyond FY 24
	Grants						
	Resiliency Study		-	-	-	250,000	-
	CDBG Grant		-	-	-	500,000	-
	DEO	-	7,000,000	-	(7,000,000)	750,000	6,250,000
	Total Grants	-	7,000,000	-	(7,000,000)	1,500,000	6,250,000
	Loans						
384120	WW 111310	-	-	-	-	-	-
384110	DW 111331	-	-	-	-	-	-
	Burlington Canal	-	353,376	353,376	-	-	-
	Total Loans	-	353,376	353,376	-	-	-
	Transfer In						
381320	ARPA	-	1,870,000	-	(1,870,000)	1,550,000	-
381010	Stormwater Op Fund	534,303	2,502,135	1,480,717	(1,021,418)	702,931	-
	Total Transfer In	534,303	4,372,135	1,480,717	(2,891,418)	2,252,931	-
	Total Funding	534,303	11,725,511	1,834,093	(9,891,418)	3,752,931	6,250,000
	Capital						
	Capital	534,303	11,725,511	1,834,093	(9,891,418)	3,752,931	6,250,000
	Total Capital	534,303	11,725,511	1,834,093	(9,891,418)	3,752,931	6,250,000
	(Use of)/Add To Working Capital	-	-	-	-	-	-
	Working Capital						
	Beginning	-	-	-	-	-	-
	(Use Of)/Add To Working Capital	-	-	-	-	-	-
	Ending	-	-	-	-	-	-



Stormwater CIP Expenditure

87		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>CIP</u>						
538631	Sharazad	41,340	-	-	-	-	-
538632	NW 30th Avenue	136,444	13,556	-	(13,556)	-	-
543638	131st Street Project	14,304	182,920	170,919	(12,001)	600,000	429,081
543639	Flood Mitigation	-	-	-	-	-	-
5386315	Cairo Lane	210,100	1,264,448	246,669	(1,017,779)	1,025,000	778,331
5356328	Burlington Canal - PH I	35,777	781,307	653,376	(127,931)	127,931	(525,445)
5356328	Burlington Canal - PH II	-	750,000	-	(750,000)	-	-
5356328	Burlington Canal - PH III	-	-	-	-	-	-
541825	NW 147 St - Drainage	-	315,575	315,424	(151)	-	(315,424)
541828	NW 133 St - Drainage	96,338	9,705	9,705	-	-	(9,705)
5386336	NW 38th CT (132 - 135 St)	-	200,000	-	(200,000)	200,000	200,000
5386335	Commerce North	-	1,120,000	-	(1,120,000)	800,000	800,000
5386334	127 Street Canal	-	7,088,000	88,000	(7,000,000)	750,000	662,000
5386337	NW 30 Ave & 132 Street	-	-	350,000	350,000	-	(350,000)
5386338	Resiliency Study	-	-	-	-	250,000	250,000
	Total CIP	534,303	11,725,511	1,834,093	(9,891,418)	3,752,931	1,918,838



Stormwater CIP Fund - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
131 st Street Project	Phase I of drainage and pavement improvement. Funded by CDBG grant	600,000
Cairo Lane (Stormwater Portion)	This is part of an estimated \$5.4 million project, with the remainder, 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 alternate sources	1,025,000
Burlington Canal PH I	Phase I of a three-phase project to fully restore this canal. It is tentatively recommended that this phase be funded with ARPA funds.	127,931
NW 38 th Court	This is a high priority drainage project. It will be funded from the Stormwater Operating Fund.	200,000
Commerce North	The entire project for Commerce North is estimated to be in the \$8 million range. It has tentatively been recommended that \$1,120,000 of ARPA funds be allocated toward this project with additional grant funding being sought to address the total project.	800,000
127 th Street Canal	Dredging a portion of the 127 th Street Canal passing through the City to improve the canal's ability to handle stormwater. Funded by Florida State Department of Economic Opportunity (DEO) grant.	750,000
Resiliency Study	A critical vulnerability study and plan assessment to identify problem flood areas and to help develop an infrastructure plan	250,000



FY 24 Stormwater CIP Funding Matrix

Projects	Total	Funding Sources					
		Storm Ops	ARPA	Resiliency Grant	CDBG Grant	New SRF Loan	DEO Grant
131st Street	600,000	100,000	-	-	500,000	-	-
Cairo Lane	1,025,000	275,000	750,000	-	-	-	-
Burl. Canal - PH I	127,931	127,931	-	-	-	-	-
NW 133 Street	-	-	-	-	-	-	-
NW 38th CT (132 - 135 St)	200,000	200,000	-	-	-	-	-
Commerce North	800,000	-	800,000	-	-	-	-
127 Street Canal	750,000	-	-	-	-	-	750,000
NW 30 Ave & 132 Street	-	-	-	-	-	-	-
Resiliency Study	250,000	-	-	250,000	-	-	-
Total	3,752,931	702,931	1,550,000	250,000	500,000	-	750,000

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.

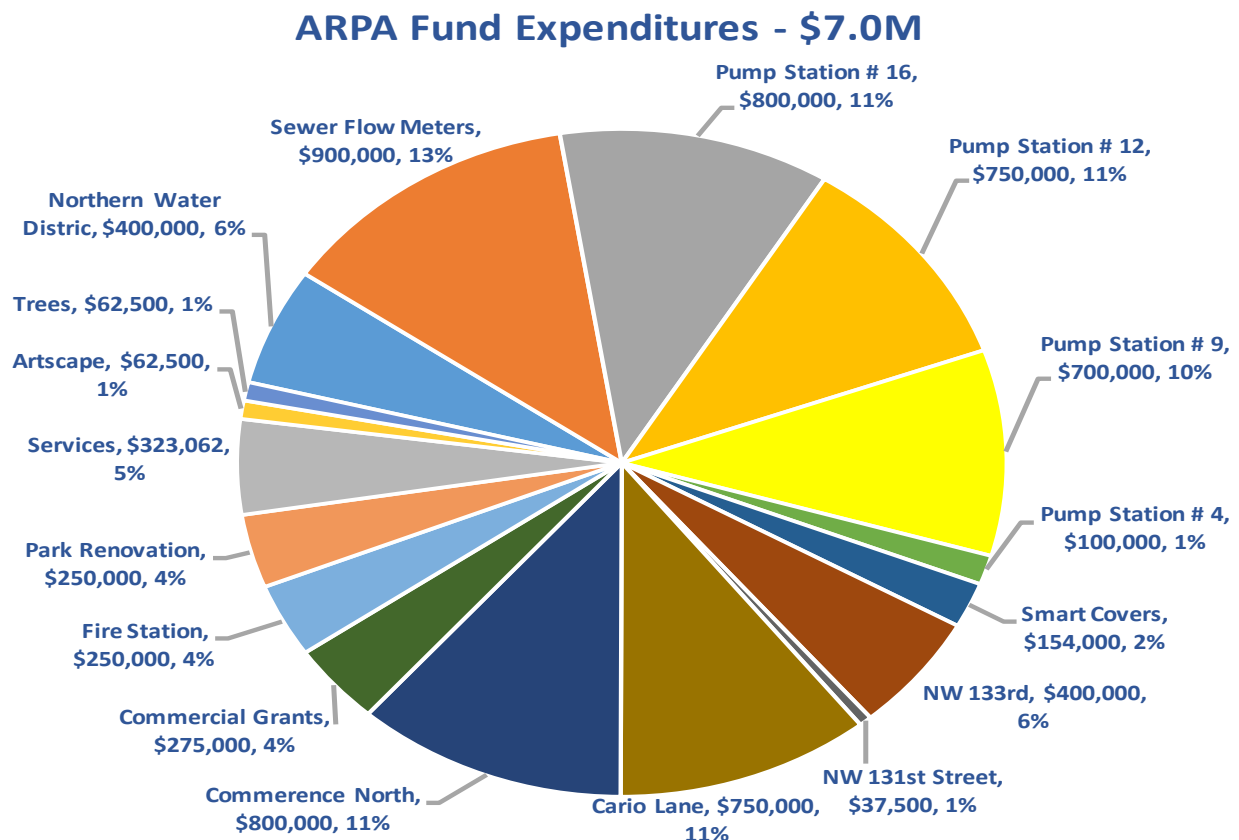
Goal – Ensure that all ARPA funds are allocated to projects by December, 2024 to be in compliance with program requirements that all ARPA funds must be encumbered to projects by December 31, 2024.

Current Year Accomplishments

- Allocated \$7,225,00 of ARPA funds to multiple projects in Safe Neighborhood CIP, Water-Sewer CIP and Stormwater CIP to be in compliance with ARPA requirements.

FY 24 Objectives

- Reallocate ARPA funds in response to changing circumstances such as receiving additional grant funds for projects originally intended to be funded with ARPA funds.





**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

ARPA Fund - Summary

ACCT	Account Title	FY 22	FY 23			FY 24	
		Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
105	Grants						
334700	ARPA	3,978,531	-	-	-	-	-
	Interest Income	423	-	40,000	40,000	50,000	10,000
	Total Grants	3,978,954	-	40,000	40,000	50,000	10,000
	Total Funding	3,978,954	-	40,000	40,000	50,000	10,000
	Expense						
	Operating Expense	-	400,000	40,000	(360,000)	323,062	283,062
	Other Uses	-	375,000	100,000	(275,000)	200,000	100,000
	Total Expense Ex Trans Out	-	775,000	140,000	(635,000)	523,062	383,062
	Transfer Out						
	To Safe Neighborhood CIP Fund	-	625,000	-	(625,000)	625,000	625,000
	To Water-Sewer CIP Fund	-	4,730,000	800,087	(3,929,913)	4,241,500	3,441,413
	To Stormwater CIP Fund	-	1,870,000	-	(1,870,000)	1,550,000	1,550,000
	To General Fund	-	-	-	-	75,000	75,000
	Total Transfer Out	-	7,225,000	800,087	(6,424,913)	6,491,500	5,691,413
	Total Expense	-	8,000,000	940,087	(7,059,913)	7,014,562	6,074,475
	(Use of)/Add To Working Capital	3,978,954	(8,000,000)	(900,087)	7,099,913	(6,964,562)	(6,064,475)
	Fund Balance						
	Beginning	-	3,978,954	3,978,954	-	7,056,975	3,078,021
	Prior Period Adjustment	-	3,978,108	3,978,108	-	-	(3,978,108)
	Beginning - Adjusted	-	7,957,062	7,957,062	-	7,056,975	(900,087)
	(Use Of)/Add To Fund Balance	3,978,954	(8,000,000)	(900,087)	7,099,913	(6,964,562)	(6,064,475)
	Ending	3,978,954	(42,938)	7,056,975	7,099,913	92,413	(6,964,562)



**FISCAL YEAR 2024
ANNUAL OPERATING BUDGET**

ARPA Fund Expenditure

15		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
538312	Operating Expense						
	Other Professional Services	-	400,000	40,000	(360,000)	323,062	283,062
	Total Operating Expense	-	400,000	40,000	(360,000)	323,062	283,062
515544	Other Uses						
	Commercial Grants	-	125,000	50,000	(75,000)	-	(50,000)
	Homeownership/Rental Assist	-	250,000	50,000	(200,000)	200,000	150,000
	Total Other Uses	-	375,000	100,000	(275,000)	200,000	100,000
	Total Expense Ex Transfer Out	-	775,000	140,000	(635,000)	523,062	383,062
538902	Transfer Out						
	To Water-Sewer CIP Fund						
	Northern Water District Service Lines - PH 1	-	800,000	435,598	(364,402)	400,000	(35,598)
	Sewer Flow Meters	-	900,000	-	(900,000)	900,000	900,000
	Pump Station #16	-	800,000	21,000	(779,000)	800,000	779,000
	Pump Station #12	-	750,000	21,000	(729,000)	750,000	729,000
	Pump Station #9	-	700,000	21,000	(679,000)	700,000	679,000
	Pump Station #4 Relocation	-	100,000	-	(100,000)	100,000	100,000
	Smart Covers	-	280,000	206,000	(74,000)	154,000	(52,000)
	NW 133rd Street	-	400,000	43,247	(356,753)	400,000	356,753
	Cairo Lane	-	-	4,367	4,367	-	(4,367)
	Manhole Rehabilitation	-	-	37,058	37,058	-	(37,058)
	NW 131st St Drainage	-	-	10,817	10,817	37,500	26,683
	Total - Water-Sewer CIP Fund	-	4,730,000	800,087	(3,929,913)	4,241,500	3,441,413
538903	To Stormwater CIP Fund						
	Burlington Canal - PH I	-	750,000	-	(750,000)	-	-
	Commerce North	-	1,120,000	-	(1,120,000)	800,000	800,000
	Cairo Lane	-	-	-	-	750,000	750,000
	Total - Stormwater CIP Fund	-	1,870,000	-	(1,870,000)	1,550,000	1,550,000
538909	To General Fund						
	Commercial Grants	-	-	-	-	75,000	75,000
	Total - To General Fund	-	-	-	-	75,000	75,000
581320	To Safe Neighborhood CIP Fund						
	Fire Station	-	250,000	-	(250,000)	250,000	250,000
	Helen Miller / Ingram Park Renov	-	250,000	-	(250,000)	250,000	250,000
	Artscape	-	125,000	-	(125,000)	62,500	62,500
	Trees (Medians & Swales)	-	-	-	-	62,500	62,500
	Total - Safe Neighborhood CIP Fund	-	625,000	-	(625,000)	625,000	625,000
	Total Transfer Out	-	7,225,000	800,087	(6,424,913)	6,491,500	5,691,413
	Total Expense	-	8,000,000	940,087	(7,059,913)	7,014,562	6,074,475



ARPA Fund - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Professional Services	Consultants	323,062
Northern Water District	See Water Sewer CIP	400,000
Sewer Flow Meters	See Water Sewer CIP	900,000
Pump Station #16	See Water Sewer CIP	800,000
Pump Station # 12	See Water Sewer CIP	750,000
Pump Station #9	See Water Sewer CIP	700,000
Pump Station #4 Relocation	See Water Sewer CIP	100,000
Smart Covers	See Water Sewer CIP	154,000
NW 133rd Street	See Water Sewer CIP	400,000
NW 131st St Drainage	See Water Sewer CIP	37,500
Commerce North	See Stormwater CIP	800,000
Cairo Lane	See Stormwater CIP	750,000
Commercial Grants	Small Business Grant Comm Dev	75,000
Fire Station	Fire Station, see Safe Neighborhood CIP	250,000
Park Renovation	Ingram and Helen Miller, see Safe Neighborhood	250,000
Artscape	See Safe Neighborhood CIP	62,500
Trees	See Safe Neighborhood CIP	62,500
Mortgage / Rental Asst	Aid to residents requiring assistance to remain in current residents	200,000

Information Tech. Internal Services Fund



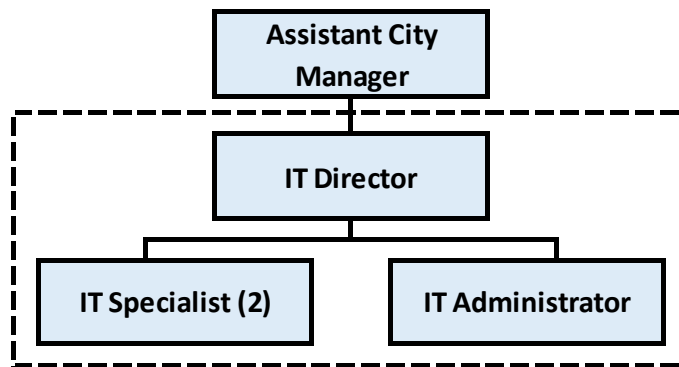


INFORMATION TECHNOLOGY

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.

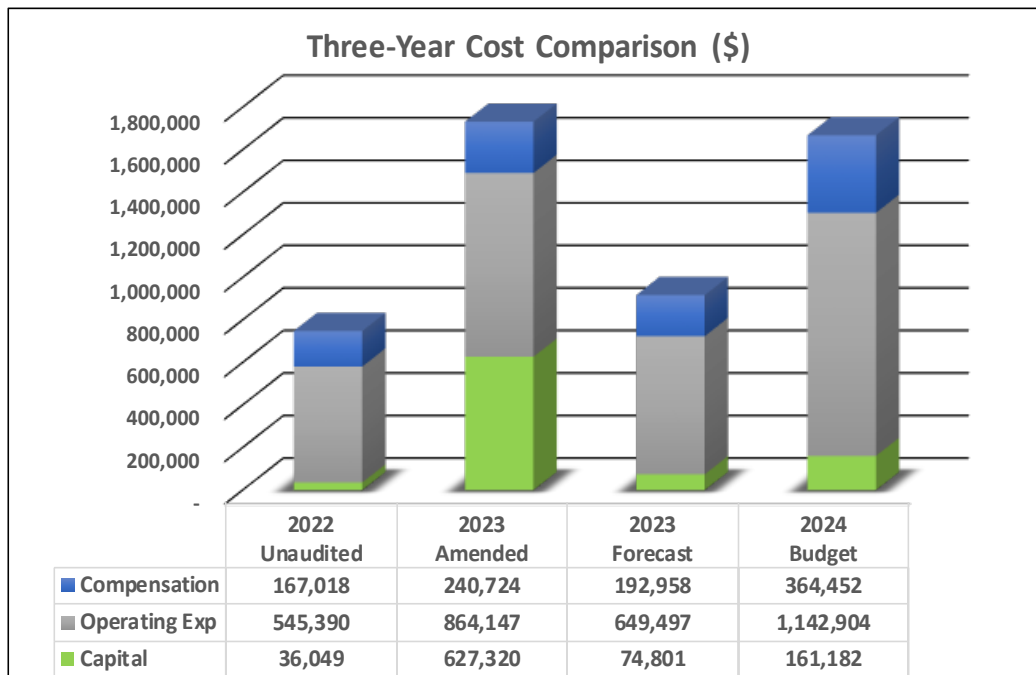
This is an internal service which is part of the General Fund. It recovers its cost each year and has no fund balance.



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.

Budget Summary -

Position Summary - IT						
	FY 22 BGT		FY 23 BGT		FY 24 Prop	
Full Time (FT) / Part Time (PT)	FT	PT	FT	PT	FT	PT
IT Director	1	-	1	-	1	-
IT Specialist	1	-	1	-	1	-
IT Adminstrator	1	-	1	-	1	-
IT Specialist Law-Enforcement	-	-	-	-	1	-
Total	3	-	3	-	4	-
Full Time Equivalent	3	-	3	-	4	-



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
- Relocation of Police Department IT infrastructure
- Commission Chambers A/V up-graded
- Increased number of security cameras

- **FY 24 Division Objectives -**
- Continuous effort to improve the IT infrastructure
 - Improve Confidentiality
 - Data at rest
 - Data while traverse the network
 - Improve Integrity
 - No code /low code Technology
 - Data Loss Prevention Technology
 - Improve Availability
 - Reduce connection issues to data storage
 - Improve the network connection between Public Works and City Hall
 - Implement core device redundancy
 - Update outdated server software
 - Police department servers
 - City network servers
 - Move the PD to Office 365
 - Implement new Central automated system



- Reduce paper usage, implement PDF usage where needed
- Commission Chambers
 - Complete the build out as planned
 - Replace outdated audio equipment (but keep for out-door events)
 - Upgrade the video recording capabilities
 - Additional display as needed
- Physical Security at Sherbondy
 - Access control
 - Install card readers at selected doors
 - Install card reader in the elevator
 - Install surveillance cameras in blind spots





IT Services - Summary

	FY 22	FY 23			FY 24	
Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
Funding						
Transfer In	740,023	1,732,191	917,256	(814,935)	1,728,538	811,282
Total Funding	740,023	1,732,191	917,256	(814,935)	1,728,538	811,282
Expense						
Salary	128,873	186,148	151,296	(34,852)	278,518	127,222
Benefits	38,145	54,576	41,662	(12,914)	85,934	44,272
Total Compensation	167,018	240,724	192,958	(47,766)	364,452	171,494
Operating Expense	545,390	864,147	649,497	(214,650)	1,142,904	493,407
Other Uses	-	-	-	-	-	-
Capital	36,049	627,320	74,801	(552,519)	221,182	146,381
Total Expense Ex Transfer Out	748,456	1,732,191	917,256	(814,935)	1,728,538	811,282
Transfer Out	-	-	-	-	-	-
Total Expense	748,456	1,732,191	917,256	(814,935)	1,728,538	811,282
Over / (Under)	(8,433)	-	-	-	-	-



IT - Expense

85		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
512110	Salaries - Executive	66,096	75,354	64,976	(10,378)	101,777	36,801
512120	Salaries - Regular	62,777	110,794	86,320	(24,474)	176,741	90,421
	Total Salaries	128,873	186,148	151,296	(34,852)	278,518	127,222
	<u>Benefits</u>						
512210	FICA	9,221	14,240	11,575	(2,665)	21,306	9,731
512220	Retirement	16,381	22,171	18,019	(4,152)	37,795	19,776
512230	Life And Health Insurance	12,543	18,165	12,068	(6,097)	26,833	14,765
	Total Benefits	38,145	54,576	41,662	(12,914)	85,934	44,272
	Total Compensation	167,018	240,724	192,958	(47,766)	364,452	171,494
	<u>Operating Expense</u>						
512340	Other Contracted Services	41,130	111,131	181,951	70,820	40,000	(141,951)
512411	Telephone	152,939	140,190	139,000	(1,190)	152,000	13,000
512413	Internet	30,110	28,500	27,500	(1,000)	65,200	37,700
512420	Postage	88	200	200	-	200	-
512493	General Expenses	-	2,000	500	(1,500)	2,000	1,500
512510	Office Supplies	389	600	250	(350)	600	350
512523	Special Supplies	7,639	10,000	5,000	(5,000)	7,500	2,500
512528	Software Licensing	312,183	563,026	294,696	(268,330)	865,341	570,645
512540	Memberships	910	200	200	-	200	-
515547	Conferences and Meetings	-	2,000	200	(1,800)	2,000	1,800
512648	Vehicle Lease	-	6,300	-	(6,300)	7,863	7,863
	Total Operating Expense	545,390	864,147	649,497	(214,650)	1,142,904	493,407
	<u>Capital</u>						
512646	Computer Equipment	36,049	627,320	74,801	(552,519)	221,182	146,381
	Total Capital	36,049	627,320	74,801	(552,519)	221,182	146,381
	Total Transfer Out	-	-	-	-	-	-
	Total Expense	748,456	1,732,191	917,256	(814,935)	1,728,538	811,282



Information Technology - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contracted Services	Camera monitoring service	15,000
	Other	25,000
	Total	40,000
Telephone	State of Florida	20,000
	AT&T Mobility (Mobile Phone)	110,000
	Interactive Services (City phone system)	22,000
	Total	152,000
Internet	Network Innovation (Parks Internet)	5,000
	Peerless (City Internet)	17,500
	OPATV (Comcast)	8,000
	Granite Office Communication	34,700
	Total	65,200
Postage	Miscellaneous mailing	200
General Expense	Miscellaneous expenses	2,000
Office Supplies	Miscellaneous	600
Special Supplies	Special Computer related supplies	7,500
Software	Agenda Management (CivicPlus)	50,000
	Agenda Management (Granicus)	500
	Justfoia	6,200
	Archiving Software (Archivesocial)	2,500
	ASCAP	1,000
	VMWare Workspace One	15,800
	ERP Annual License	100,000
	ERP Installation	500,000
	Fleet Maint Software (Rarestep)	25,000
	GIS (ESRI)	9,915
	Help Desk	1,676
	MalWareBytes Antivirus	12,250
	Microsoft Volume License-Software House	30,000
	Central Square	50,000
	Network Security - Barracuda	15,000
	Security Camera Software	15,000
	SSL Renewal	325
	Cisco FDM	425
	VEEM Back up	1,250
	Adobe Pro Licenses	6,000
	Other Software	20,000
	Zoom (CDW Government)	2,500
	Total	865,341
Memberships	FLGISA	200
Conferences & Meetings	Conference fees	2,000



Information Technology - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Vehicle Lease	Vehicle	7,863
Computer Equipment	Thermal Printer (Police and Code Vehicles)	4,000
	Synology Back-up	15,582
	Rugged Laptops (Police and PW)	35,000
	Computers	6,500
	Laptops	7,500
	Monitor Cameras (2)	30,000
	ERP hardware	15,000
	Cisco Switches	13,000
	Security Cameras to reduce illegal dumping	60,000
	Windows DC Core	5,100
	SATA Hard Drives	12,950
	UPS Batteries	2,000
	Other	2,050
	Miscellaneous	12,500
	Total	221,182

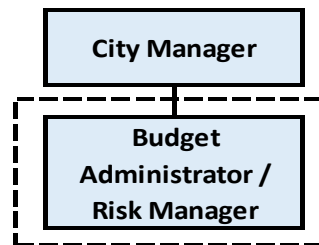
Risk Management Internal Services Fund





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.



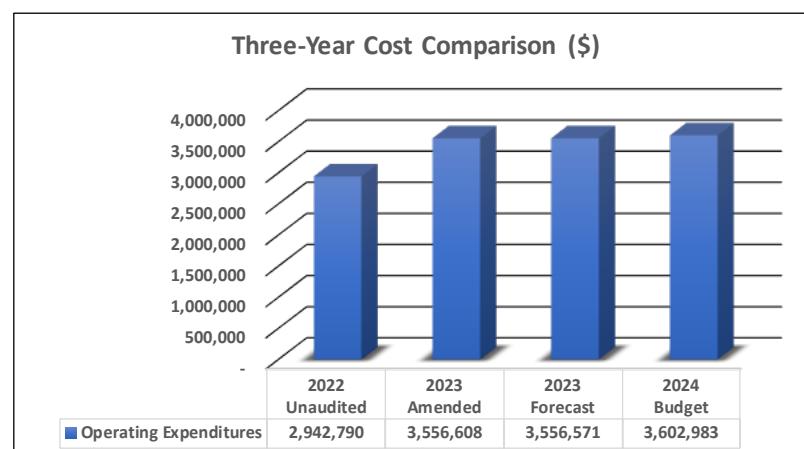
Goal – An environment where safety, preservation of City assets and the elimination of causes of third party claims is emphasized with cost-effective insurance in place when loss does occur.

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.
- Obtain an Agent of Record to evaluate competitive insurance providers

FY 24 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.
- Increase City safety training and education to reduce injury and losses
- Obtain services from a new insurance provider if recommended from the Agent of Record evaluation and approved by the City Commission





Risk Management - Summary

		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	Funding						
	Transfer In	2,944,476	3,579,139	3,579,102	(37)	3,624,983	45,881
	Total Funding	2,944,476	3,579,139	3,579,102	(37)	3,624,983	45,881
	Expense						
	Salary	4,615	-	-	-	-	-
	Benefits	3,674	22,531	22,531	-	22,000	(531)
	Total Compensation	8,289	22,531	22,531	-	22,000	(531)
	Operating Expense	2,942,790	3,556,608	3,556,571	(37)	3,602,983	46,412
	Total Expense	2,951,079	3,579,139	3,579,102	(37)	3,624,983	45,881
	Over / (Under)	(6,603)	-	-	-	-	-



Risk Management - Expense

84		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
	<u>Salaries</u>						
513110	Salaries Executive	4,615	-	-	-	-	-
	Total Salaries	4,615	-	-	-	-	-
	<u>Benefits</u>						
513210	FICA	349	-	-	-	-	-
513240	Worker's Compensation	930	20,600	20,600	-	20,000	(600)
513245	Accidental Death	-	1,931	1,931	-	2,000	69
	Total Benefits	3,674	22,531	22,531	-	22,000	(531)
	Total Compensation	8,289	22,531	22,531	-	22,000	(531)
	<u>Operating Expense</u>						
513312	Other Professional Services	-	15,000	15,000	-	10,000	(5,000)
513392	Motor Vehicle Claims	18,764	8,450	8,450	-	1,000	(7,450)
513420	Postage	22	52	50	(2)	50	-
513451	Insurance Premium	2,870,852	3,446,146	3,446,111	(35)	3,491,633	45,522
513452	General Liability - Deductible	52,835	86,460	86,460	-	100,000	13,540
513493	General Expense	316	500	500	-	300	(200)
513541	Educational Costs	-	-	-	-	-	-
	Total Operating Expense	2,942,790	3,556,608	3,556,571	(37)	3,602,983	46,412
	Total Expense	2,951,079	3,579,139	3,579,102	(37)	3,624,983	45,881



Risk Management - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Workers Compensation	Prior ongoing claims from when City was self-insured	20,000
Accidental Death	Insurance associated with police officers	2,000
Motor Vehicle Claims	Motor vehicle claims – City's deductible share	1,000
Postage	Miscellaneous	50
Insurance Premium	Entire amount of coverage for entire City	3,616,571
Other Professional Services	Legal and medical services required for evaluation of prior Workers comp claims	10,000
General liability - Deductible	Deductible portion of general liability insurance paid by the City	100,000
General Expense	Miscellaneous small unanticipated expenditures	300

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 are for specialized equipment for the Police Department.

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

Current Year Accomplishments

- New tactical equipment was purchased to form a tactical response team
- Up-grading of the taser system for the department

FY 24 Objectives

- Will be used to purchase AED's for some of the police vehicles to provide a fast response to life threatening situations.
- Additional funding will be used to purchase new cages for the vehicles
- Will be used to purchase new technology called Shotspotter to allow the Police department to better deal with dangerous situations.





Special Law Enforcement Fund - Summary

		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
165	Revenue						
369900	Law Enforcement Training	1,172	-	-	-	-	-
338100	Court Forfeiture	-	240,000	240,000	-	250,000	10,000
	Total Revenue	1,172	240,000	240,000	-	250,000	10,000
65	Expense						
	Operating Expense						
521312	Other Professional Services	-	22,000	22,000	-	-	(22,000)
521340	Other Contract Services	-	-	-	-	110,000	110,000
521466	Repair & Maint - Vehicle Equipment	-	-	-	-	45,000	45,000
521547	Special Supplies	-	-	125,000	125,000	20,000	(105,000)
521648	Vehicle Lease	-	44,135	56,981	12,846	195,761	138,780
	Total Operating Expense	-	66,135	203,981	137,846	370,761	166,780
	Capital						
521644	Public Safety Equipment	-	-	-	-	24,000	24,000
	Total Capital	-	-	-	-	24,000	24,000
	Total Expense	-	66,135	203,981	137,846	394,761	190,780
	(Use Of)/Add To Fund Balance	1,172	173,865	36,019	(137,846)	(144,761)	(180,780)
	Fund Balance - Unassigned						
	Beginning	376,375	377,547	377,547	-	413,566	36,019
	(Use Of)/Add To Fund Balance	1,172	173,865	36,019	-	(144,761)	36,019
	Ending	377,547	551,412	413,566	-	268,805	72,038



Special Law Enforcement - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Other Contract Services	Shotspotter annual service	110,000
Special Supplies	Purchase bullet proof vests	20,000
Vehicles	New leased Police vehicles	195,761
Repairs & Maint – Vehicle Equip	Cages for vehicles	45,000
Public Safety	Automated External Defibrillator (AED's) for Police Vehicles (10)	24,000

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 established fund in FY 22 and had limited use this year.

FY 24 Objectives

- Will be used to support Police Department training and to sponsor trainees at the Miami Dade County Police Academy





Law Enforcement Training Trust Fund - Summary

		FY 22	FY 23			FY 24	
ACCT	Account Title	Actual (Not Audited)	Amended Budget	Fcst	Over / (Under) Amend Bgt	Proposed	Over / (Under) Fcst
179	Revenue						
361100	Fund Interest Earned	-	-	-	-	-	-
334770	Local Law Enf Block Grant	-	-	-	-	-	-
335210	Law Enforcement Training	-	1,000	2,500	1,500	2,500	-
	Total Revenue	-	1,000	2,500	1,500	2,500	-
66	Expense						
	Operating Expense						
521541	Education Costs	-	50,000	2,000	(48,000)	30,000	28,000
521547	Special Supplies	-	-	-	-	20,000	20,000
	Total Operating Expense	-	50,000	2,000	(48,000)	50,000	48,000
	(Use Of)/Add To Fund Balance	-	(49,000)	500	49,500	(47,500)	(48,000)
	Fund Balance - Unassigned						
	Beginning	120,242	120,242	120,242	-	120,742	500
	(Use Of)/Add To Fund Balance	-	(49,000)	500	49,500	(47,500)	(48,000)
	Ending	120,242	71,242	120,742	49,500	73,242	(47,500)



Special Law Enforcement - Footnote Detail

Account Name	Footnote Detail	Proposed Budget (\$)
Education	Schools, Academy, Other	30,000
Special Supplies	Ammunition, Other training material	20,000

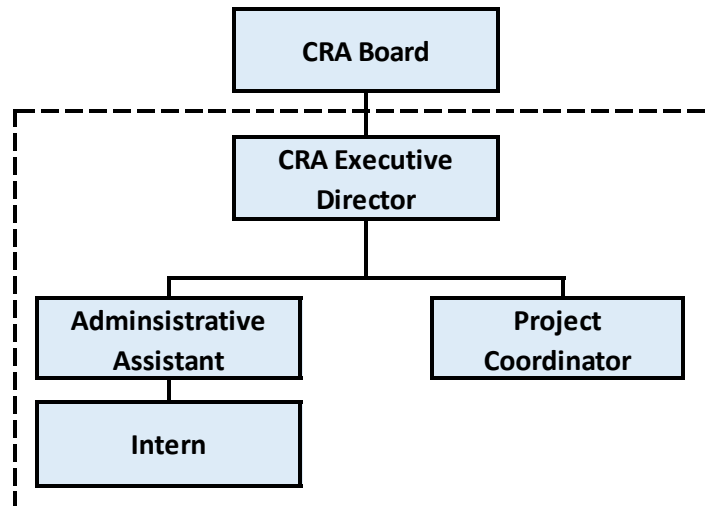
Community Redevelopment Agency (CRA)





COMMUNITY REDEVELOPMENT AGENCY

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

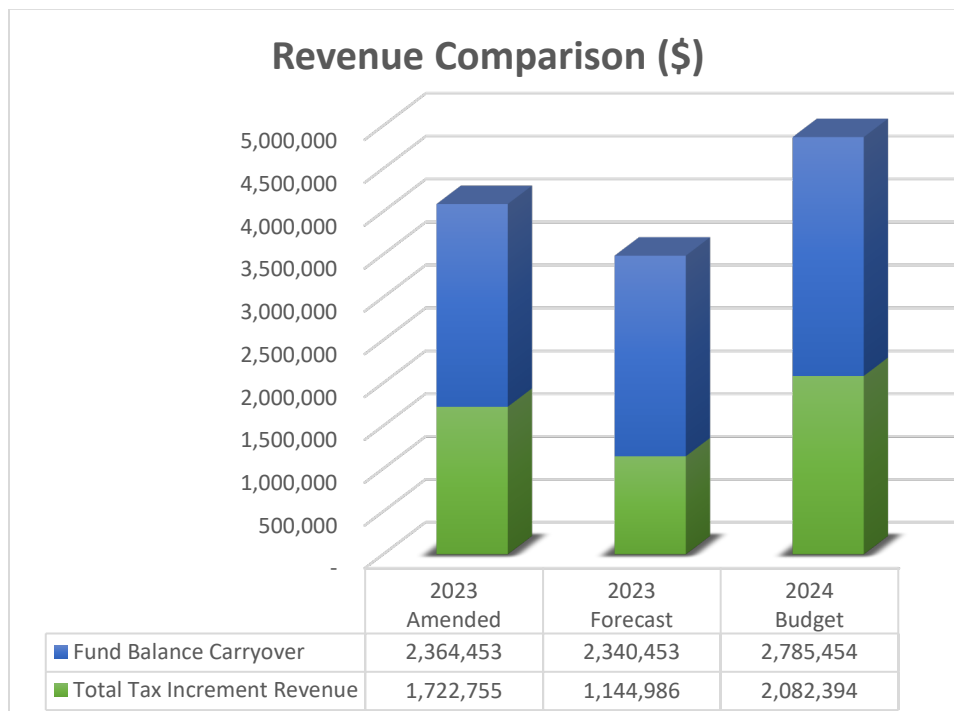
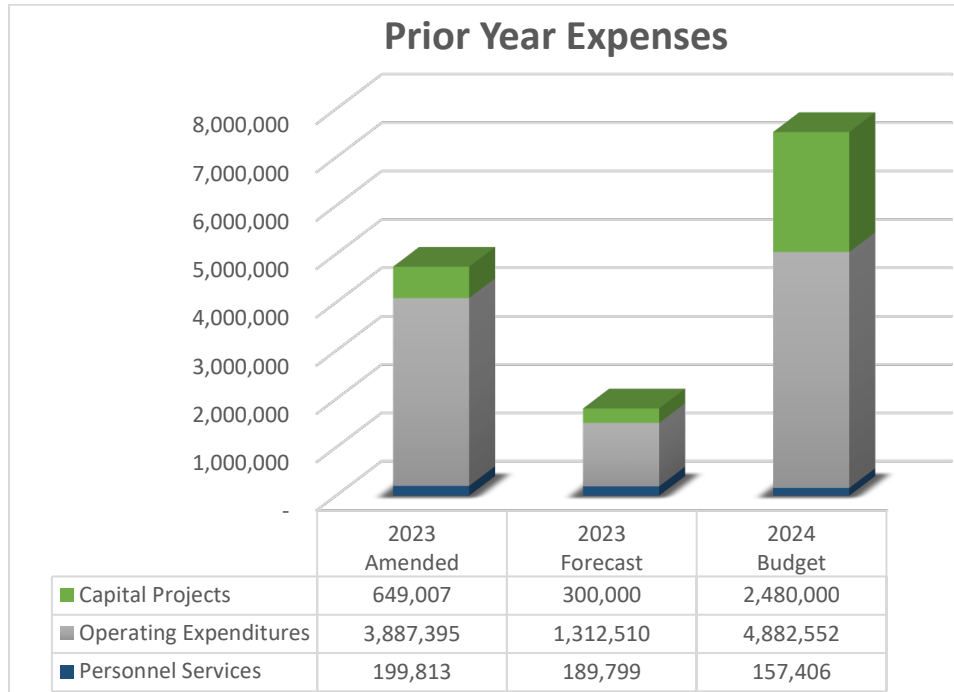


Goal – A revitalized Community Redevelopment Area composed of attractive and peaceful residential neighborhoods, a thriving commercial district and a downtown area that attracts residents and others for entertainment and leisure as well as new investment and business creation.

Position Summary CRA						
Full Time (FT) / Other	FY 22 BGT		FY 23 BGT		FY 24 Proposed	
	FT	PT	FT	PT	FT	PT
CRA Executive Director	1	-	1	-	1	-
Administrative Assistant	1	-	-	-	1	-
Economic Planner	-	-	-	-	-	-
Project/Program Coordinator	-	-	1	-	1	-
Intern						1
Total	2	-	2	-	3	1
Full Time Equivalent	2	-	2	-	3	0.5



Budget Summary:





Current Year Accomplishments

- Provided \$300,000 in Development Assistance for 7 new single family and townhome development projects in the Magnolia North Neighborhood.
- Launched the OCRA's Rental and Mortgage Assistance for residential rental properties in the OCRA area with an allocation of \$200,000.
- Initiated the Property and Business Assistance Grant for small businesses in the OCRA area with an allocation of \$200,000.
- Launched the Plant, Paint and Pave Program which provided funding for home renovations for homeowners in the OCRA area.
- Provided \$50,000 in funding assistance for the improvements of Butterfly Garden Park.
- Hired Public Relations and Marketing firm to assist with the branding and advertising of CRA activities.

FY 24 Objectives

- Relaunch of the Commercial Façade Improvement Program
- Initiate a First Time Homeowners Program/Incentive Program for new resident attraction.
- Support Public Art Projects
- Invest in Opa-locka Innovation District to encourage new business attraction and career development/training opportunities for residents with local community institutions and partnerships.
- Provide funding assistance for the streetscaping of roadways within the OCRA area.
- Provide funding assistance for the new entryway signage into Opa-locka/OCRA.
- Identify infrastructure projects for CRA.

Results vs. FY 24 Objectives

- With South Florida currently dealing with rising housing costs, the OCRA voted to approve a Rental and Mortgage Assistance Program within the OCRA area to assist residents with stabilization of the household during challenging times. Project was managed by an internal consultant.
- Offer funding to support the development of single-family homes and townhomes in the Magnolia North Neighborhood.
- As an initiative of the board to support small business sustainability and growth, the agency initiated the Property and Business Assistance Grant Program.
- To assist with the beautification goals of the city, the OCRA Board moved to initiate the Plant, Paint, and Pave program for the renovation of homes within the OCRA area.

FY 24 Measurements

- Relaunch of the Commercial Façade Improvement Program – To be launched during Q1 of FY24
- Initiate a First Time Homeowners Program/Incentive Program for new resident attraction - **Q1 of FY24**
- Support Public Art Projects – **Initiate grant program during Q1 of FY24**



- Update CRA Redevelopment Plan by updating projects to be undertaken, including possibly increasing the size of the Community Redevelopment Area – **to be completed by December 2023**
- Invest in Opa-locka Innovation District to encourage new business attraction and career development/training opportunities for residents with local community institutions and partnerships. - **Ongoing**
- Development of the Opa-locka Moorish Cultural Arts and Entertainment District – **Ongoing**
- Provide funding assistance for the streetscaping of roadways within the OCRA area- **Topic for consideration for OCRA Board, to initiate by Q2 of FY24**
- Enhance City parks amenities - **Ongoing**
- Identify infrastructure projects for CRA – **Topic for consideration for OCRA Board, to initiate by Q2 of FY24**





**FISCAL YEAR 2024
ANNUAL PROPOSED OPERATING BUDGET**

Community Redevelopment Agency (CRA) - Summary

180-77		FY 23			FY 24	
ACCT	Account Title	Amended Budget	Fcst	Over / (Under) Amend Bgt	Budget	Over / (Under) Fcst
180	REVENUES					
311110	City Tax Increment Revenue	1,154,464	1,144,986	(9,478)	1,512,442	367,456
311120	County Tax Increment Revenue	568,291	562,525	(5,766)	744,243	181,718
	Total Tax Increment Revenue	1,722,755	1,707,511	(15,244)	2,256,685	549,174
383010	Fund Balance Carryover - Prior Year	2,340,453	2,340,453	-	2,656,954	316,501
361100	Interest Earnings	-	-	-	-	-
369900	Misc. Revenue	24,000	-	(24,000)	50,000	50,000
	REVENUE TOTAL	4,087,208	4,047,964	(39,244)	4,963,639	915,675
	Total Compensation	199,813	175,319	1,256	241,804	41,400
	Adm. Expense	97,113	87,236	1,460	80,414	(18,159)
	Operating Expenditures	1,301,275	165,955	(1,135,320)	1,600,500	1,434,545
	Capital Projects - Grants & Other	1,790,000	950,000	(840,000)	756,000	(194,000)
	Capital Projects - Infrastructure	649,007	-	(649,007)	1,750,000	1,750,000
581950	Reserve/Contingency	50,000	12,500	(37,500)	31,941	19,441
	EXPENDITURE TOTAL (B+C+D)	3,887,395	1,391,010	(2,496,385)	4,460,659	3,069,649
	YEAR-END CARRY-OVER	199,813	2,656,954	2,457,141	502,980	(2,153,974)



FISCAL YEAR 2024
ANNUAL PROPOSED OPERATING BUDGET

Community Redevelopment Agency (CRA) - Expense & Capital

180-77		FY 23			FY 24	
ACCT	Account Title	Amended Budget	Fcst	Over / (Under) Amend Bgt	Budget	Over / (Under) Fcst
180	REVENUES					
311110	City Tax Increment Revenue	1,154,464	1,144,986	(9,478)	1,389,326	244,341
311120	County Tax Increment Revenue	568,291	562,525	(5,766)	693,068	130,543
	Total Tax Increment Revenue	1,722,755	1,707,511	(15,244)	2,082,394	374,883
383010	Fund Balance Carryover - Prior Year	2,340,453	2,340,453	-	2,407,887	67,434
361100	Interest Earnings	-	-	-	-	-
369900	Misc. Revenue	24,000	-	(24,000)	50,000	50,000
	(A) REVENUE TOTAL	4,087,208	4,047,964	(39,244)	4,540,281	492,317
77	EXPENDITURES					
515110	Salaries - Executive	54,366	-	(54,366)	-	-
515120	Salaries - Regular	95,831	134,878	39,047	179,369	44,491
515130	Salaries - Part-Time	-	-	-	-	-
515140	Salaries - Overtime	500	100	(400)	500	400
	Total Salaries	150,697	134,978	(15,719)	179,869	44,891
	Benefits					
515210	FICA	12,419	10,327	(2,092)	13,761	3,434
515220	Retirement	19,334	16,076	(3,258)	24,408	8,332
515230	Life And Health Insurance	17,363	13,938	(3,425)	23,766	9,828
	Total Benefits	49,116	40,341	(8,775)	61,935	21,594
	Total Compensation	199,813	175,319	(24,494)	241,804	66,485
	Administrative Expenditures:					
515320	Accounting & Audits	24,000	16,045	(7,955)	30,000	13,955
515492	Advertising & Notices	7,500	6,983	(517)	6,000	(983)
515401	Local Travel	1,000	500	(500)	2,000	1,500
515341	County Admin Fee 1.5%	8,438	8,438	-	11,164	2,726
515391	Administrative Fees (City)	35,000	35,000	-	5,000	(30,000)
515448	Occupancy (City)	5,000	5,000	-	5,000	-
515442	Insurance (City)	10,000	10,000	-	10,000	-
515510	Office Supplies	1,000	600	(400)	1,500	900
515420	Postage/FedEx/Courier	1,000	500	(500)	2,000	1,500
515342	Minutes Processing	2,000	2,000	-	3,000	1,000
515540	Membership Dues	2,000	1,245	(755)	2,750	1,505
515343	General Expense / State Admin Fee	175	925	750	2,000	1,075
	Administrative Expense	97,113	87,236	(9,877)	80,414	(6,822)



**FISCAL YEAR 2024
ANNUAL PROPOSED OPERATING BUDGET**

Community Redevelopment Agency (CRA) - Expense & Capital

180-77		FY 23			FY 24	
ACCT	Account Title	Amended Budget	Fcst	Over / (Under) Amend Bgt	Budget	Over / (Under) Fcst
	<u>Operating Expenditures:</u>					
513470	Printing & Binding	2,500	500	(2,000)	2,500	2,000
515480	Marketing/Promotional Events/Positioning	50,000	15,095	(34,905)	116,000	100,905
515400	Out of Town Travel	11,675	1,700	(9,975)	12,000	10,300
515547	Conferences & Meetings	5,100	-	(5,100)	5,000	5,000
515541	Education	5,000	1,000	(4,000)	5,000	4,000
514370	Legal Services/Court Costs	35,000	4,530	(30,470)	50,000	45,470
515312	Professional Services	100,000	38,908	(61,092)	165,000	126,092
515542	Apprenticeship Training	150,000	-	(150,000)	-	-
	Greater Home Improvement Assist	-	-	-	150,000	150,000
515544	Commercial Grants	400,000	-	(400,000)	1,000,000	1,000,000
515545	Home Ownership / Rental Assistance	240,000	92,222	(147,778)	90,000	(2,222)
515340	Other Contracted Services	302,000	12,000	(290,000)	5,000	(7,000)
	Operating Expenditures	1,301,275	165,955	(1,135,320)	1,600,500	1,434,545
	<u>CAPITAL PROJECTS - Grants & Other</u>					
5776001	Development Assistance	1,600,000	950,000	(650,000)	500,000	(450,000)
	Carryover Budgeted Grants	-	-	-	-	-
5776002	Farmers Market	20,000	-	(20,000)	6,000	6,000
5776003	Community Policing	20,000	-	(20,000)	-	-
5776004	Art in Public Places	50,000	-	(50,000)	100,000	100,000
5776005	Housing Initiatives	100,000	-	(100,000)	150,000	150,000
	Carryover Budgeted Grants/Housing	-	-	-	-	-
	Capital Projects - Grants & Other	1,790,000	950,000	(840,000)	756,000	(194,000)
	<u>CAPITAL PROJECTS - Infrastructure</u>					
	Capital Maintenance	-	-	-	-	-
	Capital/Infrastructure Grants	649,007	-	(649,007)	1,750,000	1,750,000
	Carryover Funds for Budgeted Proj.	-	-	-	-	-
	Capital Projects - Infrastructure	649,007	-	(649,007)	1,750,000	1,750,000
	Total Operating, Expense + Capital	3,740,282	1,378,510	(2,361,772)	4,428,718	3,050,208
581950	Reserve/Contingency	50,000	12,500	(37,500)	31,941	19,441
	Total Expenditure	3,887,395	1,391,010	(2,496,385)	4,460,659	3,069,649



Community Redevelopment Agency (CRA) - Capital Infrastructure

180-77		FY 23			FY 24	
ACCT	Account Title	Amended Budget	Fcst	Over / (Under) Amend Bgt	Budget	Over / (Under) Fcst
	<u>CAPITAL INFRASTRUCTURE PROJECTS</u>					
515604	Facades	-	-	-	-	-
5776006	Historic Building Renovations	250,000	-	(250,000)	-	-
541838	Park Fences	50,000	-	(50,000)	50,000	50,000
515601	Street Scapes	200,000	-	(200,000)	200,000	200,000
5776007	Park Amenities	119,007	-	(119,007)	100,000	100,000
519621	Building Purchase	-	-	-	1,400,000	1,400,000
5776008	Signage / Marquees	30,000	-	(30,000)	-	-
		-	-	-	-	-
	Carryover Funds Budgeted Proj.	-	-	-	-	-
	Total Project Dollars:	649,007	-	(649,007)	1,750,000	1,750,000



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	241,804
Accounting & Audits	Annual Audit	30,000
County Admin Fee	1.5% fee assessed by County	11,164
Printing & Binding	Printing and binding of plans and projects to be conducted	2,500
Marketing, Prom. Events	Marketing and branding activities	20,000
	PR Firm	96,000
	Total	116,000
Out of Town Travel	Non-local travel for conferences seminars and other out of area meetings	12,000
Local Travel	Local travel for conferences seminars and other business	2,000
Conferences & Meetings	Fees for participating in conferences and meeting	5,000
Education	Professional development	5,000
Legal Services / Court Costs	Legal/ Retainer services in support of the CRA	50,000
Professional Services	Financial Services	30,000
	Project Management (CRA firm)	135,000
	Total	165,000
Apprenticeship Training	Assist local apprenticeship programs to provide residents with career skills	0
Commercial Grants	Funding for commercial property and small business improvement	1,000,000
Home Ownership / Rental Assistance	Rental and mortgage assistance programs	90,000
Other Contracted Service	Other Services needed	5,000
Development Assistance	Strategic investment program	500,000
Farmers Market	For production of farmer/vendor/street market events	6,000
Art in Public Places	Funding for Public Arts projects	100,000
Housing Initiatives	Subsidies for new residential projects to enable affordable housing (first time buyer)	100,000
Historic Building Renovation	Contribution toward restoration of Historic Buildings	0
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	150,000
Signage / Marquee	Add Signage into CRA gateway	0
Purchase Building	Purchase of two properties in the CRA	1,400,000
Facades	Revitalize storefront for beautification of CRA	0
Greater Home Improvement Assist	Home Improvement Assistance Program	150,000



**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	5,000
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
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
General Expense	Annual fee due to the Florida Department of Economic Opportunity and other non-detail expenses	2,000
Advertising & Notices	Public Notices	6,000
Reserve	Contingency if needed	31,941