TOWN OF DAVIE

BUDGET FY2021

TOWN OF DAVIE

Fiscal Year 2021 Annual Budget

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Davie, Florida, for its Annual Budget for the fiscal year beginning October 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Elected Officials

Judy Paul
Mayor

Susan Starkey
Vice Mayor, Councilmember, District 3

Vacant
Councilmember, District 1

Caryl Hattan
Councilmember, District 2

Marlon Luis
Councilmember, District 4

Administrative Officials

Richard J. Lemack
Town Administrator

Macciano K. Lewis
Deputy Town Administrator

Phillip R. Holste
Assistant Town Administrator

Allan Weinthal
Town Attorney

Vacant
Chief of Police

Evelyn Roig
Town Clerk

Julie Downey
Fire Chief

William Ackerman
Budget & Finance Director

Grace Garagozzo
Human Resources Director

Osdel Fernandez-Larrea
Public Works/Capital Projects Director

Nelson Martinez
Information Systems Director

Renuka Mohammed
Utilities Director

Jeffrey Pohlman
Parks, Recreation & Cultural Arts Director

Acknowledgments

Colleen Ryan
Assistant Budget & Finance Director

Lucy Bernath
Budget Manager

Alba Boada
Budget & Revenue Specialist

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TOWN COUNCIL

Judy Paul
MAYOR

COUNCILMEMBERS

Vacant
Councilmember
District 1

Caryl Hattan
Councilmember
District 2

Susan Starkey
Vice Mayor
District 3

Marlon Luis
Councilmember
District 4

August 27, 2020

Dear Mayor and Members of the Town Council:

I am pleased to present to you the proposed Fiscal Year 2021 operating budget for the Town of Davie.

On March 9, 2020, the State of Florida declared a State of Emergency resulting from the COVID-19 global pandemic. The Town of Davie immediately thereafter enacted its own State of Emergency, with corresponding Emergency Orders, effectively modifying the manner, but not the delivery of our daily operations. The reality of the COVID-19 pandemic is that it has shaped everyday life by virtue of disrupted livelihoods, an altered economic landscape, and a perpetual transformation of the unimaginable into a *new normal*.

As a full-service municipality, a typical annual budget process is inclusive of input from internal staff and stakeholders, with defined operating initiatives vetted and implemented based on available resources. The preparation of the Fiscal Year (FY) 2021 Operating Budget has been besieged by uncertainties resulting from the economic downturn created by the global pandemic. The basis of the Fiscal Year 2021 Operating Budget is to reprioritize and adapt in anticipation of an economic recovery. We are hopeful to have a clearer picture of our revenue outlook as State and Local Emergency Orders are reviewed and amended based on circumstances. Also, every iteration of federal and local legislations for reimbursements or grant funding for crisis response will be aggressively monitored and pursued accordingly.

The Fiscal Year 2021 Operating Budget is a prudent financial plan, inclusive of consideration to responsible and sustained economic growth, assessment and implementation of technological initiatives to meet business needs and puts forth a localized adapt and recovery plan for the COVID-19 pandemic. All of these align with the Town's core priorities for Fiscal Year 2021 - *Fiscal Stability; Transformative Redevelopment; Embracing the Technology Movement; and Adjusting to the New Normal - COVID-19.*

As of 2020, the Town of Davie exceeded 105,000 in population. The fluidity of the circumstances surrounding the global pandemic will essentially alter day-to-day business practices. The Town has had to expedite online credit card payment options, namely for the Building Division, and the Community Services Division will be evaluating various online application platforms in order to prevent face-to-face meetings with prospective grant recipients. In addition, the Town has had several iterations of work schedule modifications and telecommuting to ensure employees are not clustered and are able to meet guidelines established by the Centers for Disease Control related to COVID-19. Of note, we have

remained committed to our employees' safety and our service needs with no furloughs or layoffs during Fiscal Year 2020 and Fiscal Year 2021.

For Fiscal Year 2021, the operating millage rate and fire assessment rates, both of which are major funding sources for the General Fund, will remain unchanged. As previously committed, the equivalent dollar value of $10.00 of the total Fire Protection Assessment rate has been allocated for a replacement fire ladder truck. The Debt Service millage rate will decrease due to new construction, higher property values, and the expiration of the 1999 Parks Bonds. The Town has been fiscally proactive, as this is year three (3) of a five (5) year plan to replenish General Fund reserves at a rate of $1 million per annum to not only offset the monies spent on hurricane recovery efforts, but remain progressive towards meeting percentage requirements for General Fund reserves as directed by the Town's standing policy. The residential Solid Waste Assessment rate will increase resulting from higher costs for collection and recycling.

Fire Station 86, located in the southwest corner of Shenandoah Park, opened on March 7, 2020. This new fire station provides vital fire and emergency medical services to the northwest area of the Town of Davie with a fully staffed engine and rescue ambulance. Fire station response time averages will be reduced while responding to multiple incidents geographically located throughout the fire zones. The completion of Fire Station 86 is also significant from an Information Technology standpoint, as the Town now has not only a centralized server location, but also a secure server location, enabling greater protection against natural and manmade disasters and sophisticated cyber-attacks on critical databases. The station was also designed with a community room and the potential for future programming.

With a global pandemic on hand, and with economic pundits contending a recovery timeline of up to 24 months, the Town has had to reassess priorities in an effort to underscore a recovery plan that aligns with optimum service delivery options. The Fiscal Year 2021 Budget includes a debt finance allocation for a new Town Hall, a 70,000 square foot building with an expected construction cost of approximately $28 million. With the current advantageous interest rates, securing funding during this fiscal year should enable construction completion by the end of 2022 using bonds and existing funding sources

The Town is nearing the completion of a Utilities Master Plan for water and sewer services. The initial findings have outlined major factors impacting the long-term viability of the utility system. Customer service base, infrastructure needs and regionalization options for service provisions are being analyzed thoroughly for cost efficiencies and utility rate impacts.

With the crisis response policies for COVID-19 and the national discussion on Police Department standards and guidelines, the Town is fortunate to be in the midst of conducting a Public Safety Master Plan. The confluence of these circumstances has not only provided the Town an incredible opportunity to thoroughly assess our public safety service practices, but optimistically provide for services that are in line with the *new normal* and the Town's ethos.

Strategic Plan

The Town's Strategic Plan has been assessed and modified due to alternative business practices resulting from the COVID-19 pandemic. Though performance indicators are being modified to reflect the current operation environment, the strategic priorities remain the same:

- Commitment to customer satisfaction;
- Dedication to excellence in service delivery;
- Respecting and promoting diverse and sustainable community and neighborhood values with consideration of our historic roots;
- Creating an environment that is conducive to innovation, creativity, and collaboration; and
- Nurturing the health, safety, and welfare of the community.

The plan is reviewed annually, with an emphasis on modifications according to organizational, operational and stakeholder needs. This plan allows the Town to measure and track progress over time in order to present a detailed report to Town Council, the public and employees. The Town Council approved the strategic and budget priorities below for Fiscal Year 2021 at its Town Council Budget Workshop on July 29, 2020.

- **Fiscal Stability** – For Fiscal Year 2021, we are expected to net a loss of approximately $3.2 million in various revenue sources, which is due in large part to the economic impact of the pandemic. Such losses are not financially sustainable and as such is a reminder of the importance of our commitment to long-term financial planning by virtue of updating the five-year financial forecast to better assess pressure points such as unfunded mandates, collective bargaining agreements, costs associated with human capital, and the operating expenses related to infrastructure, technology and economic development activities that will likely create a structural budget issue.

- **Transformative Redevelopment** – The Town again has exceeded $100 million in annual new construction growth. Conscious efforts are being made to parallel sustainable growth with optimum levels of service delivery options. Hence, a new Town Hall, the Public Safety Master Plan, and the Utilities Master Plan are all critical to the Town's development initiatives.

- **Embracing the Technology Movement** – Investments in modern IT infrastructure, equipment, software, and security are critical to our future operations. Modified work schedules, online service options, virtual meetings, and telecommuting have become the new norm in this pandemic environment. Whether it is software or inventory of technology equipment, our business practices will be dictated in large part by our ability to function virtually.

- **Adjusting to the New Normal - COVID-19** – The fluidity of circumstances created by the COVID-19 pandemic is challenging in that as a government, we are being forced to take extreme actions to ensure for safety, limit human costs and economic disruption. The impending set of policies and diverse mass behavior actions resulting from this global pandemic will unlikely be seen again in this lifetime.

This is the fourth consecutive year that the Town Council has set the first three as the Town's budget priorities. Doing so reflects our ongoing commitment to balance community needs with available resources, as well as our dedication to long term financial planning and implementation of the Strategic Priorities of the Strategic Plan. "Adjusting to the New Normal - COVID-19" is a new priority for Fiscal Year 2021.

Fiscal Year 2021 Budget-In-Brief

The Fiscal Year 2021 Operating Budget totals $235,323,763 for all budgeted funds, a net decrease of approximately $1 million, or .5%, compared to the original Fiscal Year 2020 Operating Budget.

This net budget decrease reflects increases and reductions throughout the funds, with notable variations in the budgets of the General Fund, CRA Fund, Community Development Block Grant (CDBG) Fund, and the Water and Sewer Fund.

Fund	FY 2020 Adopted Budget	FY 2021 Proposed Budget
General Fund	$ 140,423,904	$ 138,195,938
Community Redevelopment Agency	10,655,044	12,231,911
Community Development Block Grant	1,903,003	3,191,971
Impact Fees & Forfeiture Funds	2,836,427	1,990,533
Affordable Housing	-	331,836
Community Endowment	115,833	113,533
Water and Sewer	48,459,527	46,802,797
Vehicle Maintenance	7,016,416	7,543,636
Self Insurance	16,835,004	17,155,600
Information Technology	8,145,668	7,766,008
TOTAL BUDGETED FUNDS	**$ 236,390,826**	**$ 235,323,763**

A $2.2 million decrease in General Fund expenditures is due in large part to a reduction in debt service, pension costs, and capital projects. The Water and Sewer Fund, CRA Fund, and CDBG Fund also will experience budget increases or decreases exceeding $1 million in Fiscal Year 2021. While the Water and Sewer Fund and CRA Fund differences largely result from variances in spending on debt service and capital improvement projects, CDBG Fund increases are attributed to COVID-19 activities funded through the CARES Act (Coronavirus Aid, Relief, and Economic Security). This law is intended to provide fast and direct economic assistance for American workers, families and small businesses, and to preserve jobs for American industries. Budget variances will be discussed in more detail throughout this document.

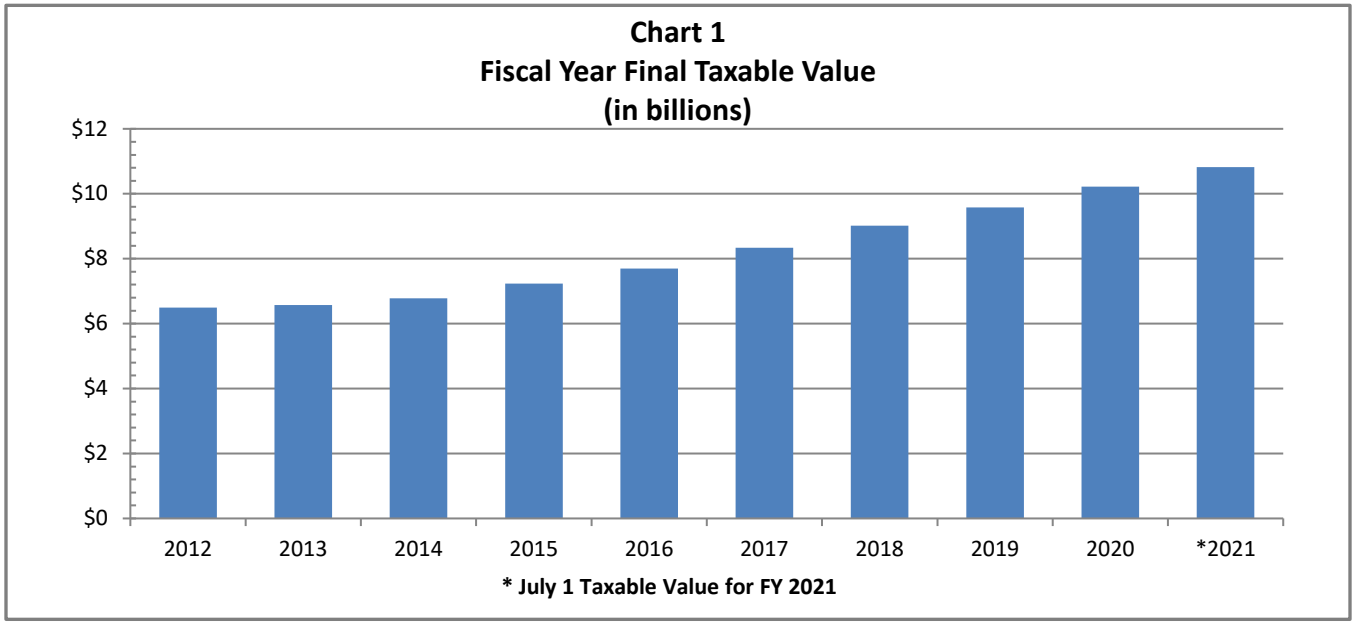
The Fiscal Year 2021 Operating Budget is focused on implementing the Town's priorities and is highlighted by the following items:

Budget at a Glance		
	FY 2020	FY 2021
New Construction Value	$188,933,350	$156,426,650
Total Property Value	$10,297,374,227	$10,825,769,549
Property Tax Rate, Operating	5.6270 mils	5.6270 mils
Property Tax Rate, Voted Debt	.2853 mils	.2566 mils
Average Home Taxable Value	$281,427	$294,315
Fire Assessment Fee	$206	$206
Solid Waste Fee	$230.64	$330.49
Water Rate (base rate)	$22.23	$22.23
Sewer Rate (base rate)	$39.83	$39.83
Number of Employees	824	822

- Ad valorem revenue in the General Fund will increase by approximately $2.8 million. The millage rate is unchanged for the third consecutive year;
- A 10% reduction in the voted debt service millage rate;
- A $1 million allocation for year three (3) of the five (5) year plan to reimburse General Fund Emergency Reserves used for preparation and response to hurricanes Matthew and Irma;
- Funding for 37 Capital Improvement Projects and five (5) large projects of the IT Department;
- Fire Assessment rates are unchanged and provide $650,000 towards a replacement fire ladder truck;
- A $99.85 increase to the residential Solid Waste Assessment Rate due to multiple factors;
- A net decrease of two (2) full-time positions;
- Water and sewer service base rates are unchanged;
- COVID-19 response items or activities are budgeted in the General Fund, CDBG Fund, and Water and Sewer Fund; and
- A $3.2 million decline in various General Fund tax and intergovernmental revenues for projected COVID-19 and recession impacts.

The Fiscal Year 2021 Operating Budget incorporates an operating millage rate of 5.6270, which is the same rate assessed in Fiscal Year 2019 and Fiscal Year 2020. Budgeted property tax revenues (ad valorem operating) in the General Fund, however, will increase by approximately $2.8 million due to new construction and improved property values. According to the July 1, 2020 Certification of Taxable Value provided by the Broward County Property Appraiser's Office, the Town of Davie experienced a 5.88% increase in gross taxable value for Fiscal Year 2021. This equates to a gross taxable value of $10.8 billion as of July 1, 2020, compared to the final taxable value of $10.2 billion for the prior year. Of note, both of these years set record highs for the value of the Town's tax base, and greatly reflect the transformative impact of our residential, commercial, and industrial construction activity over the past seven (7) years.

The Town's tax base has steadily improved since 2012, as displayed below in Chart 1.



The Fiscal Year 2021 proposed millage rate of 5.6270 is 3.5% above the rolled-back rate of 5.4366. This millage rate is necessary to fund higher maintenance costs of Town facilities, parks and roadways, increased salary and benefits costs associated with collective bargaining agreements and for non-represented employees, higher health insurance costs, investments in information technology, and for the purchase of personal protective equipment and supplies related to COVID-19. Ad valorem revenues also are needed to partially offset revenue losses associated with COVID-19.

The Town's voted debt ad valorem millage rate is assessed equal to the rate required to generate sufficient revenues to pay debt service on the Town's voter-approved general obligation (GO) bonds. The voted debt millage rate will decrease in Fiscal Year 2021 with an assessment of .2566 mils, compared to the .2853 mils assessed in Fiscal Year 2020. Fiscal Year 2021 will be the sixth consecutive year the Town's voted debt millage rate will decrease, which directly results in savings to Davie property owners. The primary reasons for the decreased millage rate in Fiscal Year 2021 is the completion of the 1999 GO Bonds (Parks and Recreation) and the Town's higher taxable value.

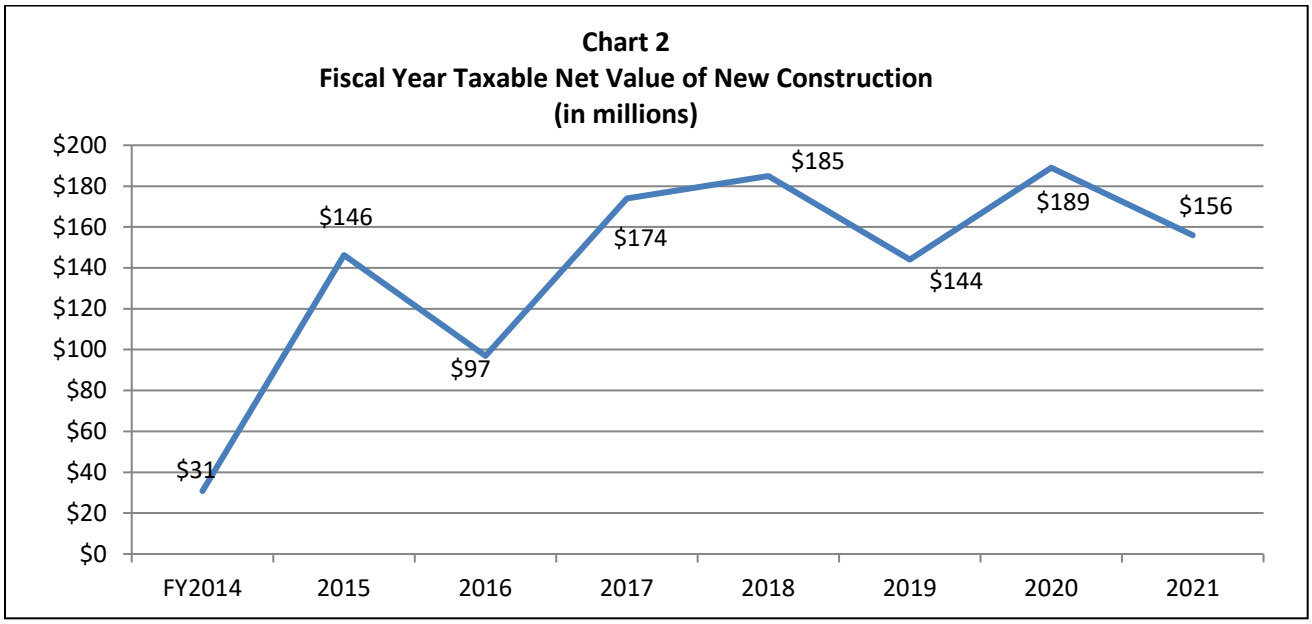
In Fiscal Year 2019, the Town systematically began replacing aging fire apparatus by raising Fire Protection Assessment rates by approximately 5%. To date, two (2) new engines have been ordered utilizing those funds. In Fiscal Year 2021, the Town will allocate approximately $650,000 of Fire Assessment proceeds toward replacement

of a fire ladder truck. This is the first year of a two (2) year plan to generate sufficient funding to replace this apparatus.

Economic Development

The Town of Davie continues to see significant growth in all development sectors. The highlight for Fiscal Year 2020 is the Community Redevelopment Area. The Fiscal Year 2021 tax roll town-wide grew over $156 million for net new construction, the fifth straight year exceeding $100 million. Due to three (3) projects (University Pointe, a mixed use student housing/commercial project, Staybridge Suites hotel, and Therapeeds, a pediatric therapy facility), the redevelopment area accounted for 43% of this net new construction. Other notable development projects include the Davie Business Center Building C whose tenants include Kellstrom Aerospace and Vortex Aviation, commercial airframe and engine repair companies; and finally, the Nob Hill Park of Commerce Office Building, the new home of Kelley Kronenberg law firm.

Chart 2 below presents the net taxable value of new construction during the past eight (8) fiscal years, showing the positive impact economic development has had on the Town's tax base resulting in over $1 billion of new construction since Fiscal Year 2015.



The COVID-19 pandemic has resulted in the suspension of ongoing construction projects which will delay their transition to the Davie tax roll for another fiscal year. A significant example of this outcome is the new HCA hospital at the Academical Village that was delayed for six (6) months and whose completion is scheduled for Summer 2021. The largest single-family home project, Sierra Ranches by Lennar, was temporarily delayed but appears to be moving forward. The Fiscal Year 2022 tax roll will again exceed $100 million due to Zona Village and Main Street Lofts, mixed use projects on Davie Road, Palomino Lake, a townhome community on Griffin Road, and buildings F and G of the Davie Business Center. Though there is no indication of the long-term impacts of the pandemic on economic development, the Town continues to see great interest from the development community. Notable projects include the buildout of the Academical Village north of the HCA Hospital, construction of the Bridge 595 industrial project, and continued redevelopment of the Community Redevelopment Area, focused on the Davie Road and 441 corridors.

COVID-19: Crisis Response and Recovery

The Town has been working diligently on preparedness and response to COVID-19 since March 1, 2020 and the following denotes key actions:

- Consolidated purchasing of personal protective equipment (PPE) and provided all personnel PPE while at work;
- Installed plexiglass barriers to common areas for employees;
- Added social distancing signs to all common areas;
- Conducted scheduled electrostatic spraying at all Town facilities of EPA-registered antimicrobial products for use against COVID-19;
- Conducted daily disinfection of door handles and other frequently touched surfaces;
- Installed touchless faucets and motion sensor light switches at public facilities;
- Created and implemented a telecommuting policy;
- Masks are now required for all Town employees and will be a requirement for all guests when Town facilities reopen;
- The Town of Davie employees were granted an opportunity to participate in a statewide COVID-19 antibody research project. The research program was approved to better understand the variables and unknowns relevant to immunological response and defense regarding the virus;
- Worked with the Department of Health (DOH) to establish a walk-up COVID test site at the Davie Rodeo Grounds, where 3,773 people were tested on July 12-25;
- Working with various agencies for reimbursement/cost recovery through the Florida Department of Emergency Management and CARES Act. The Town is working actively on Broward County funding from the CARES Act via interlocal agreement;
- Town Hall remains closed for public access, and business is progressing thorough phone, email and drop off of paperwork and payments;
- Secured Town Hall to a single-entry point for wellness screening for employees and guests and with ongoing facility sanitization. All other departments conduct wellness screenings prior to entering the workplace and sanitization as well;
- The emergency field operations center (FOC) has been reconfigured to adapt for possible activations while remaining COVID-19 protected;
- Town Council continues to send out public service messages and participate in local, state, and federal conference calls;
- Public Information continues to disseminate updates through the Town website and social media;
- The Community Services Division is assisting local organizations with food drives, as well as financial and rental assistance;
- The Town has partnered with the Davie Cooper City Chamber of Commerce for business assistance information and is exploring professional business guidance; and
- The Parks, Recreation and Cultural Arts Department is modifying operations to reflect local emergency orders.

Legislative Outlook

Federal

Airport

For the past twenty (20) years, the Town has worked tirelessly to address impacts from the Fort Lauderdale-Hollywood International Airport (FLL) including noise pollution, runway expansion and take off/landing approaches by passing multiple resolutions, establishing an Airport/Transportation Advisory Committee, and

engaging consultants to further highlight our objection to the expansion. Several Federal Aviation Administration (FAA) studies are nearing completion including NextGen, which is anticipated to modernize the air transportation system to make flying safer, more efficient, and predictable, and the South-Central Florida Metroplex, which involves redesigning airspace and addressing inefficiencies. Finally, the FAA is still evaluating the proposed amendment to Title 14, Code of Federal Regulations (14 CFR) Part 71 that provides pilots clearance protection and increased maneuvering space to properly align and stabilize the final approach and landing out of a circling approach in the Miami area. The proposed design offers enhanced safety in the areas west of FLL, and the design allows for aircraft not receiving air traffic services to remain safely segregated from FLL air traffic.

The Town will continue to monitor development and operational changes at the Fort Lauderdale-Hollywood International Airport to limit any negative impacts on our residents, businesses, animals, and property values.

Gas Line Relocation

Town Council vigorously and successfully fought against the proposed Turnpike-Palmetto Road gas line relocation project, which would have had significant impacts on numerous Town parks/open space (Wolf Lake, Sunny Lake Bird Sanctuary, East Davie Nature Park and Berman Preserve). Notification was received in April 2020 that Florida Gas Transmission Company, LLC has withdrawn its application.

State

The Town's 2020 legislative agenda focused on issues related to the improvement of quality of life, funding of public safety impacts for which the Town bears full financial responsibility, and state assistance to fund local capital improvements. Unfortunately, unanticipated issues such as COVID-19 came to the forefront during the 2020 legislative session that resulted in a change of focus from our priorities to the pandemic.

The Fireworks Bill (SB 140) proposed in the Fiscal Year 2020 Legislative Session was of concern for the Town. As an agricultural community with a large area of livestock, this Bill posed a serious concern for residents and our agricultural community. The Bill proposed the legal use of Fireworks on designated holidays, such as New Year's Eve and July 4. The Town's concerns were communicated to our Legislative representatives through our lobbyists. Unfortunately, the Bill passed, and the Town has since been working to address the noise and safety concerns expressed by our residents.

The expired Seminole Indian Gaming Compact will continue to be a legislative priority for Fiscal Year 2021. The Town is seeking an equitable share of the local government distribution from the compact. Previously, the Town received 5% of the local government distribution from the original compact signed in 2009. This revenue equated to over $320,000 in Fiscal Year 2019. In Fiscal Year 2020, the Seminole Tribe suspended gambling compact payments. As part of a new compact, the Town is seeking to double this allocation as the Seminole Hard Rock Hotel and Casino has undergone and will continue to undergo significant growth resulting in public safety and traffic impacts to our community.

Broward County

The Town's County legislative efforts have focused on securing a portion of the $340 million related to the CARES Act that Broward County received. Broward County approved an allocation of $102 million to municipalities for COVID-19 pandemic expenses, including public health, public safety, PPE, sanitation, compliance and economic support, such as small business assistance and feeding programs. The Town must expend all funds by November 30, 2020.

Information Technology

In Fiscal Year 2021, the IT Department will continue to build on existing IT investments that have been made to date; however, at the enterprise level we will primarily focus on the five (5) projects listed below. The projects are critical to future plans associated with the eventual construction of our new Town Hall facility, further expansion of online payment capabilities/data availability Town-wide, enhancement of 911 related IT service integrations, and continuing expansion of our new enterprise GIS strategy, including continued design and development of geo-spatial datasets across the enterprise. These projects are as follow:

IT Buildout of Temporary Town Hall Facilities at Bamford Park

As a follow up to "New Town Hall" planning activities that started in Fiscal Year 2020, in Fiscal Year 2021 the Davie IT Department will be heavily involved in the build out of temporary Town Hall facilities that will be located at Bamford Park. This build out will involve upgrading existing IT networking closets within the park's Multipurpose Center (MPC) and the provisioning of IT services to support the four new modular buildings in scope for the project. IT services will involve everything from the provisioning of low voltage network wiring / conduits and network connectivity to the enterprise Town network, to both access control and video security for all the modular units and their surrounding parking related areas. These facilities will need to be fully functional and up and running before a phased and controlled relocation of Town Hall based departments and business units can begin.

Town of Davie Credit Card Services Expansion (Phase 2)

Building on the online and over the counter credit card payment services established for the Town's Building and Business Tax Receipts divisions, in Fiscal Year 2021 Davie IT will begin to evaluate opportunities to expand online payment options (i.e. using credit cards) for other Town business units. In Fiscal Year 2020, a list of potential areas was compiled with all departments that could potentially gain efficiencies by leveraging online credit card payments and provide residents and businesses with additional flexibility wherever possible.

RedSky E911 Phone System Project

In Fiscal Year 2021, the IT Department will move forward with implementation of the RedSky E911 management solution. This management solution will allow us to fine tune the notifications and location data sent to the Broward 911 center when someone dials 911 from any phone connected to the Town of Davie's enterprise phone system. This project builds on a significant amount of work completed in Fiscal Year 2020 in which Davie IT upgraded the CISCO phone system infrastructure and migrated the Town to a new AT&T offering.

Cloud Backup and Archival Retention (Phase 2)

In Fiscal Year 2021, the IT Department will continue to expand the Town's current cloud based backup and archival retention initiative, building on work that was completed in Fiscal Year 2020. The IT Department has established a best practice standard commonly referred to in the IT industry as a "3-2-1" approach for backups and data recovery. In simple terms, this equates to having three (3) copies of your data whereby two (2) of those copies are kept on site across two different storage platforms / internal locations and one (1) copy is kept offsite. This project is critical for day to day operational business continuity reasons, as well as for future disaster recovery related planning and implementation.

Enterprise GIS Strategic Plan – Planned Initiatives

In Fiscal Year 2019, the Town formed the GIS Sponsors Group, a GIS steering committee that is comprised of staff administrators and directors. This group is responsible for establishing priorities, developing GIS policies, making

budgetary recommendations, and providing oversight of the Town's enterprise GIS program. As its first order of business, the GIS Sponsors Group reviewed and adopted the Enterprise GIS Plan, a living roadmap that is revised annually as priorities and resources evolve. In Fiscal Year 2020, the Town migrated away from legacy web mapping applications to more modern, better-performing applications.

To help meet the GIS needs outlined in both the Town's Strategic Plan and the Enterprise GIS Plan, a new GIS Analyst position was added to the IT Department in Fiscal Year 2020. The COVID-19 emergency has impeded efforts to fill the position, which in turn affected many project schedules. Despite these hurdles, the Town-wide central address repository was completed, and several new web and mobile applications were developed that allow staff members to view and capture information in the field. In Fiscal Year 2021, work will continue on the multi-year initiative to design and develop spatial datasets containing infrastructure assets for streets, drainage, parks, facilities and utilities. These datasets are required by the future implementation of an Enterprise Asset Management (EAM) system, a project that is part of the Town's Strategic Plan for FY 2019-2023. Also, in Fiscal Year 2021 a capital projects viewer will be developed, and work will begin on an intelligent transportation network capable of routing and drive-time analysis.

In addition to the above projects, in Fiscal Year 2021, the IT Department will focus on planning initiatives for the "New Town Hall" facility, police and fire security initiatives, Enterprise Multi-Factor Authentication, planning for potential site-to-site replication, and the ongoing replacement of critical infrastructure within our enterprise network.

Budget Process

Due to COVID-19, the Fiscal Year 2021 Budget process did not follow our usual path for inclusivity of staff and community input. The Town of Davie strives to involve many different stakeholders in the budget development process each year, including the citizens, local businesses, Town Council, advisory committees, and Town staff.

This year began like most years with the Budget Kickoff Meeting held with all of the Town's Departments and Divisions on February 28, 2020. At this session, staff were provided budget materials, instructions, and this year's guidelines for building their annual budget request. Budget Kickoff was followed by our annual Management Retreat held for key departmental staff and Town Administration on March 10, 2020. This year's retreat focused on leadership, and the afternoon session concentrated on the Town's financial planning and outlook through discussion of the General Fund Five-Year Financial Forecast, economic development activities, new Town Hall construction, and department programming.

Broward County declared a state of emergency for COVID-19 on March 10, 2020, including the closure of nonessential businesses and services and limiting gatherings to a maximum of ten persons. In the days and weeks following this declaration and as many staff began partially telecommuting, the Town eventually canceled most Fiscal Year 2021 Budget events that were scheduled for March and April. These events included the Town Council's annual Vision and Goal Setting Session, the Community Forum, three employee budget sessions, and the department/division budget meetings with Administration and Budget and Finance. Instead, internal budget meetings and discussions were conducted mainly via phone and through our newly acquired virtual meeting software, Webex.

The draft Fiscal Year 2021 Budget was provided to the Town Council on May 29, 2020. On June 10, 2020, the Town Council virtually conducted the first budget workshop and the Fiscal Year 2021 Capital Improvement Program Workshop, via Webex. The draft budget was updated over the next month to incorporate the certified taxable values that were released in July, State intergovernmental revenue estimates, and other updated information.

The Town Council held its second budget workshop on July 29, 2020. At that evening's Town Council meeting, the Council subsequently approved the proposed millage rates and preliminary special assessment rates to be placed on the Truth in Millage (TRIM) Notices that would be sent to all property owners by the Broward County Property Appraiser in August. As South Florida remained a hotspot for COVID-19 and with social distancing requirements in place, these workshops and Town Council meeting also were held virtually.

The Fiscal Year 2021 Budget and associated millage rates will be considered by the Town Council during two public hearings to be held on September 3, 2020 and September 16, 2020. The tentative budget will be approved at the first hearing, with final budget adoption occurring at the second hearing. Rates for the Fire Protection Assessment and the Solid Waste Assessment will be considered and approved during a public hearing on September 14, 2020. All of these hearings are scheduled to be conducted virtually with public participation possible through the internet and telephone.

Fiscal Year 2021 Operating Budget Overview

The Fiscal Year 2021 Operating Budget includes the following funds:

- General Fund;
- Community Redevelopment Agency Fund;
- Community Development Block Grant Fund;
- Park and Open Space Impact Fees Fund;
- Fire Impact Fees Fund;
- Police Impact Fees Fund;
- General Government Impact Fees Fund;
- Forfeiture Fund;
- Affordable Housing Fund;
- Community Endowment Fund;
- Water and Sewer Fund;
- Vehicle Maintenance Fund;
- Self-Insurance Fund; and
- Information Technology Fund.

The Fiscal Year 2021 Operating Budget totals $235,323,763 for all budgeted funds, a $1.1 million, or .5% decrease, from the original Fiscal Year 2020 Budget. Unlike some years, there are not significant Town-wide factors driving the overall budget variance between years. COVID-19, however, is a factor for variances in both the General Fund and CDBG Fund.

Employee salary costs will increase by approximately $1.7 million Town-wide in Fiscal Year 2021 mainly due to contractual obligations in collective bargaining agreements. Conversely, pension costs will decrease by more than $1.1 million as Town contribution rates decrease and numerous long-term employees retire. Debt service also will decline more than $3.7 million Town-wide in Fiscal Year 2021 as two bonds have been completed and two others are refunded with lower interest rates. Lastly, funding required from the annual budget for the Fiscal Year 2021 Capital Improvement Program is nearly $3.9 less than the amount needed last year for the Fiscal Year 2020 program. The significant funding source reductions noted for the Capital Improvement Plan are from General Fund operating revenues, Community Redevelopment Agency reserves and Utilities reserves.

Two (2) positions have been reduced from the budget for Fiscal Year 2021 compared to the amended Fiscal Year 2020 Budget. The Deputy Budget and Finance Director and a temporary Town Attorney both were funded by the General Fund in the prior year, and their reduction results in a savings of approximately $223,000. A summary of these position changes and a list of all budgeted positions for Fiscal Year 2021 are provided in the Budget Overview tab of this budget document, and more detailed discussions are provided in the associated department's budget narrative.

Notable budget variances from Fiscal Year 2020 to Fiscal Year 2021 at the fund level are listed in the table below.

Fund	FY 2020 Budget	FY 2021 Budget	Variance
General Fund	$140,423,904	$138,195,938	-$2,227,966
CRA Fund	$10,655,044	$12,231,911	$1,576,867
CDBG Fund	$1,903,003	$3,191,971	$1,288,968
Water and Sewer Fund	$48,459,527	$46,802,797	-$1,656,730

The budget impacts to each of these funds are discussed in more detail below.

General Fund

The budget of the Town's primary operating fund, the General Fund, will decrease $2.2 million, or 2%, in Fiscal Year 2021. Revenue growth will continue to be experienced in multiple areas, while other revenues are expected to decline due to COVID-19 and its associated recession and the end of existing contracts.

The most significant revenue increases are projected for ad valorem operating taxes, transportation surtax funding from Broward County, and the fire protection assessment. Ad valorem taxes remain the largest revenue source for the General Fund, comprising 32% of the Fund's revenue. Budgeted ad valorem operating revenue will increase over $2.8 million (5%) in Fiscal Year 2021 due to new construction and improved property values. Similarly, even though our fire assessment rates are unchanged for Fiscal Year 2021, assessment revenues will rise approximately $365k due to new construction. Broward County Transportation Surtax funding totaling about $823k is a new funding source in Fiscal Year 2021 for our community bus program, but is actually a replacement for a similar amount of intergovernmental grant funding in the prior year's budget.

Other General Fund revenues are projected to suffer significant declines in Fiscal Year 2021. With the ongoing economic uncertainty surrounding the COVID-19 pandemic, our Half Cent Sales Tax revenue (-$1.5 million), State Revenue Sharing (-$1.1 million), electric franchise fees (-$467k), fuel taxes (-$289k), and solid waste commercial franchise fees (-$40k) are all projected to decline. Should the pandemic and recession extend far into Fiscal Year 2021, the likelihood of more extensive and unbudgeted declines in these revenues, and others that to-date have only been lightly affected, is great. In addition, the Town's solid waste collection and disposal agreement with Waste Management ends in December 2020, and will result in a loss of approximately $640k in associated recycling and administrative revenues in Fiscal Year 2021.

General Fund expenditures likewise will decrease $2.2 million, or 2%, in Fiscal Year 2021 as seen in the table below.

Category	FY 2020 Original Budget	FY 2021 Original Budget	% Change
Personnel Services	$97,012,124	$97,920,444	1%
Operating & Grants/Aids	$29,478,323	$30,268,591	3%
Capital Outlay	$2,186,942	$1,503,238	-31%
Debt Service	$3,653,673	$2,639,411	-28%
Other Uses	$8,092,842	$5,864,254	-28%
Total	$140,423,904	$138,195,938	-2%

This net decrease in expenditures reflects budget increases and decreases throughout the department and division budgets of the General Fund. Some of the most significant budget impacts include:

1) Salary cost increases over $1.2 million due to collective bargaining agreement commitments and raises for non-represented employees. Court time, DROP frontloading, and holiday pay for police officers are

estimated to increase an additional $524k as well. These and other personnel cost increases are somewhat offset by a reduction in the Town's pension contributions expenses of approximately $1 million.

2) Operating expenses will rise largely due to increases for COVID-19 related supplies and equipment ($300k), information technology internal charges ($390k), Public Works contractual maintenance costs ($323k), and insurance premiums ($120k). These budget impacts are partially offset by budget reductions for fuel (-$112k) and contingency (-$395k).
3) Capital outlay costs will fall due to a $603k decrease in grant expenses (and revenue).
4) Debt service requirements will decline approximately $1 million as the 1999 general obligation bonds and the 2004 revenue bonds have been completed during Fiscal Year 2020.
5) The Town's tax increment finance payment (TIF) to the Community Redevelopment Agency will rise approximately $569k due to a 24% increase in the increment value of its tax base.
6) The General Fund's transfer to the Capital Projects Fund to fund the Fiscal Year 2021 CIP is approximately $2 million less than last year.

Community Redevelopment Agency (CRA) Fund

After years of planning and infrastructure improvements, there is much to rave about in the CRA. With the completion of the University Pointe community in 2019, the CRA's taxable value grew by nearly $107 million last year (18%). We look forward to this year's completion of the Main Street Lofts and Zona Village buildings along Davie Road.

In Fiscal Year 2021, the Davie Community Redevelopment Agency will focus on planning and implementing redevelopment projects, seeking redevelopment opportunities for underutilized properties, and constructing the Downtown Davie Road Improvements. The Downtown Davie Road Improvements capital project is anticipated to commence in early 2021 with funding from both the CRA and the Broward County Transportation Surtax. In addition, nearly $5 million from the CRA fund balance and operating budget is allocated for land acquisition.

The CRA Fiscal Year 2021 Budget of $12.2 million is approximately 15% higher than the original Fiscal Year 2020 Budget of $10.7 million. Budgeting for the CRA Fund is unique among the Town's funds, as state law requires the entire fund balance, also known as "reserves," be appropriated. For Fiscal Year 2021, approximately $6.2 million (51%), of the Fund's $12.2 million budget is an appropriation of fund balance, compared to approximately 52% last year. The entire fund balance is appropriated for capital improvement projects (primarily Downtown Davie Road Improvements) and land acquisition in the district. The other $6.0 million of the budget is comprised of current year revenues, almost entirely of ad valorem TIF revenues paid to the CRA by the Town of Davie and other taxing districts. TIF revenues, including the amount paid by the Town of Davie, are expected to grow by an estimated $1.0 million in Fiscal Year 2021 due to new construction and tax base growth. Actual amounts will not be known until all taxing districts adopt their Fiscal Year 2021 millage rates just prior to the start of Fiscal Year 2021.

The CRA is continuing to fund two Community Oriented Police Officers, one part-time Code Compliance Inspector, a Maintenance Technician II position as part of the Enhanced Maintenance Program initiated in Fiscal Year 2020. The CRA also funds portions of a part-time Public Relations Assistant and the Town Engineer who manages the CRA's capital projects. In addition, the CRA, with the Town, will be funding a small business consultant through Florida Atlantic University's Small Business Development Center to provide direct one on one assistance to Davie small businesses.

The CRA's Fiscal Year 2021 Budget for general operations totals $6.0 million. Nearly 29% of this budget ($1.73 million) is dedicated to debt service on the 2010 Bonds. The CRA will allocate nearly $1.6 million from its operating budget towards land acquisition for assemblages or future redevelopment. Finally, the CRA will appropriate

funding for property improvement grants ($533,464) and development incentives ($218,051) from its operating budget.

Community Development Block Grant Fund

The Community Development Block Grant Fund is used to account for grant funding the Town receives from state and federal governments for community development programs. This fund's budget will increase approximately $1.3 million in Fiscal Year 2021 to continue implementation of two funding allocations received through the U.S. Government's CARES Act for COVID-19 response activities. The Community Development Block Grant - Coronavirus (CDBG-CV) and the Coronavirus Relief Fund (CRF) programs began in Fiscal Year 2020 and are managed by the Town's Community Services Division. Funding from these programs is directed entirely for COVID-19 response activities including emergency rent, mortgage, and food assistance, and for case management.

Water and Sewer Fund

The Water and Sewer Fund accounts for the provision of water and wastewater management services to the Town's Water District. For Fiscal Year 2021, this fund's budget totals approximately $46.8 million, a decrease of $1.7 million, or 3%, compared to the adopted Fiscal Year 2020 Budget.

The Fund's Fiscal Year 2021 Budget decrease is driven by a $2.7 million, or 29%, reduction in debt service requirements resulting from the Town's refunding of the 2010 and 2011 Water and Sewer Bonds compared to the FY 2020 Budget. While this refunding will save the utility approximately $7.7 million in interest over the next twenty-one years, the FY 2021 Budget also benefits from a skipped principal payment on the 2011 bonds due to the timing of its refunding. Although we look forward to the 2003 bonds (2013 refunding) being completed in Fiscal Year 2022, we need to be prepared for debt service increases of nearly $1 million per year in Fiscal Years 2022 and 2023.

The Utilities Master Plan and its associated rate study begun in 2018 is nearly complete and will be presented to Town Council for consideration in the coming months. Until then, the Town continues to implement the Council approved rate structure that was adopted in January 2008. In accordance with this rate structure, water and sewer rate increases are tied to an index and can increase by the lessor of this particular index or 3.5%. Per this year's index, base rates will remain unchanged as of October 1, 2020.

Overall, in Fiscal Year 2021, the Water & Sewer Fund will experience an increase in personnel services ($295k), operating expenditures ($511k) and capital outlay ($1.8 million). These increases combined are more than offset by decreases in debt service ($2.7 million) and other uses ($1.6 million). The Fund's change in personnel services is due to salary increases for employee merit and cost of living adjustments, but there is a slight reduction in pension and health care related expenses. There are no changes to the complement of positions budgeted for the Utilities Department this year.

In Fiscal Year 2021, operating expenditures of the Water and Sewer Fund will rise approximately $511k, or 5%. This increase is partially due to growth in administrative fees paid to the General Fund, as well as to increases for contractual maintenance, chemicals, and repairs of the distribution and collection systems. Some of these increases are offset by a reduction in amortization expenses and the budget for the Master Plan Study as it nears completion.

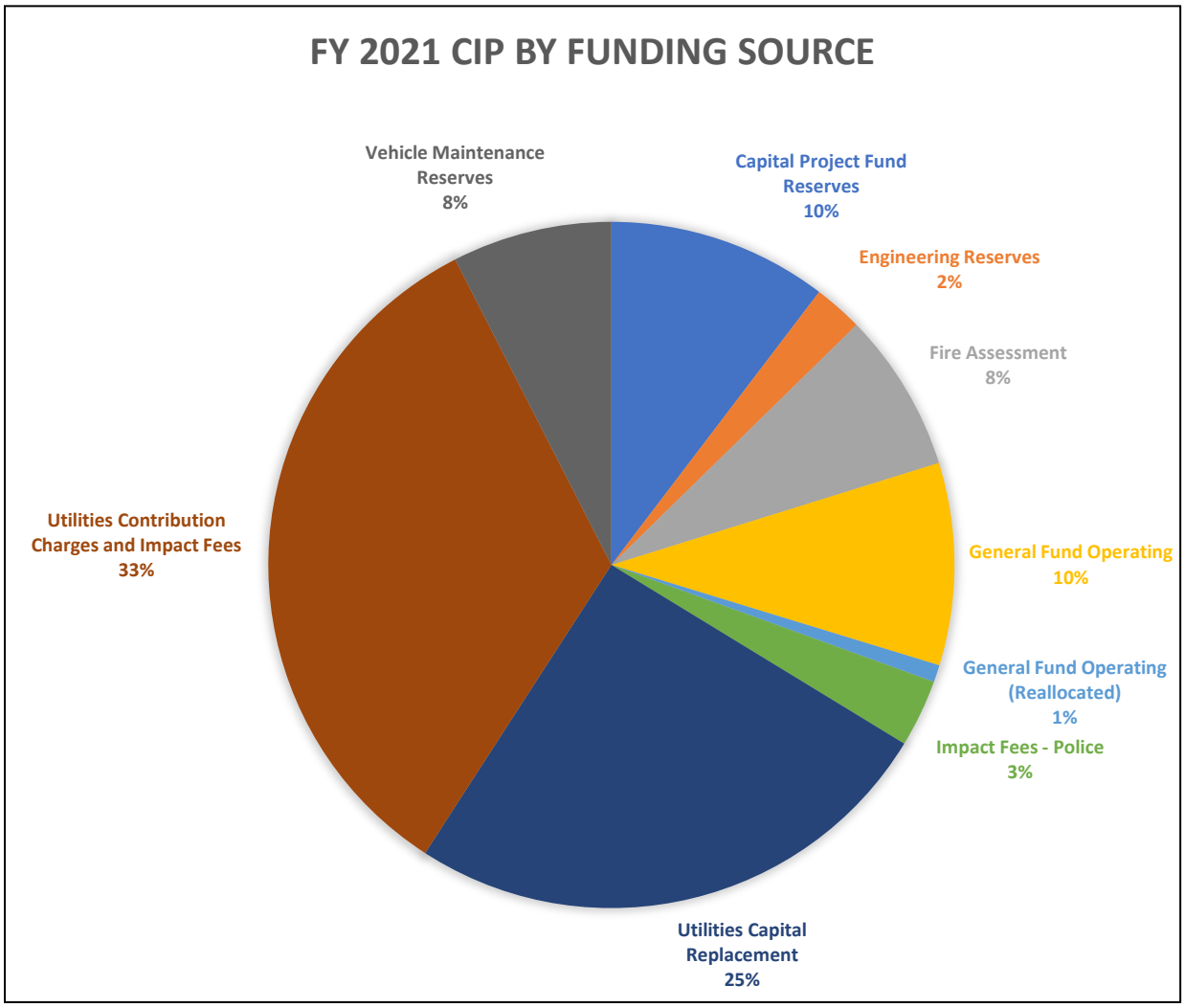
Capital related expenditures will increase $1.8 million (10%) in Fiscal Year 2021, after a 17% reduction in Fiscal Year 2020. The Fund's $20.5 million capital outlay budget is primarily for projects included in the Capital Improvement Program (CIP). The Fund's Fiscal Year 2021 budget includes funding for thirty-one (31) capital projects, including eighteen (18) from the Fiscal Year 2021 Capital Improvements Program totaling $5.1 million in

new funding allocations. Approximately $15 million is appropriated for prior year capital improvement projects that have not been completed by the end of Fiscal Year 2020.

Capital Improvements Plan

The Town of Davie's Capital Improvement program is utilized to identify and address the capital projects needs of the Town such as facility replacement and enhancement, the purchase of specialized vehicles and equipment, roadway improvements, and other infrastructure improvements.

The Fiscal Year 2021 Capital Improvements Program (CIP) includes forty one (41) projects totaling $8.6 million. These projects are funded from eight (8) different funding sources (see chart below). For non-Utilities related capital projects, the primary source of funding is General Fund Operating Revenue and Capital Projects Fund Reserves. These funding sources are seen in the chart below.



Public safety equipment and vehicle replacement continues to be a priority for the Town. In the upcoming fiscal year, close to $2 million dollars is allocated to upgrading, replacing, or purchasing new public safety vehicles and equipment. The most recent Fire Protection Assessment increase continues to be dedicated towards the replacement of fire vehicles. Operating revenue will also continue funding improvements identified in the Stormwater Master Plan completed in 2017 ($250,000).

The Engineering Division is allocating funding from Engineering Reserves to monitor, and address stability and structural issues associated with the Town's pedestrian, equestrian and vehicular access bridges. The Fire Rescue Department is continuing renovations at the older Fire Stations. Improvements include upgrading the sleeping quarters, adding lighting, enclosing two bays for personal protective equipment, renovating kitchens, and bathroom upgrades. Funding is also provided to purchase ballistic vests and equipment, and for advanced lifesaving equipment (cardiac monitors, medical power operated stretchers, etc.). Parks, Recreation and Cultural Arts is investing in facility improvements such as the Bamford Sports Field Renovations, Sports Field Lighting upgrades, and upgrading fitness center equipment. The Police Department is seeking to purchase additional license plate recognition equipment, upgrading their headquarters security features, and purchasing a specialized vehicle for special events. The Public Works and Capital Projects Department will allocate funding to replace outdated AC equipment Town-wide, for asphalt trail and sidewalk replacement, and for the repurposing of the Waterford Hockey Rinks for other uses.

Projects not funded by the General Fund are highlighted by the Utilities Department's projects, which exceed $5.07 million and include the continued implementation of the water meter replacement and advanced metering infrastructure (AMI) upgrades, collection system rehab and water main rehab.

Conclusion

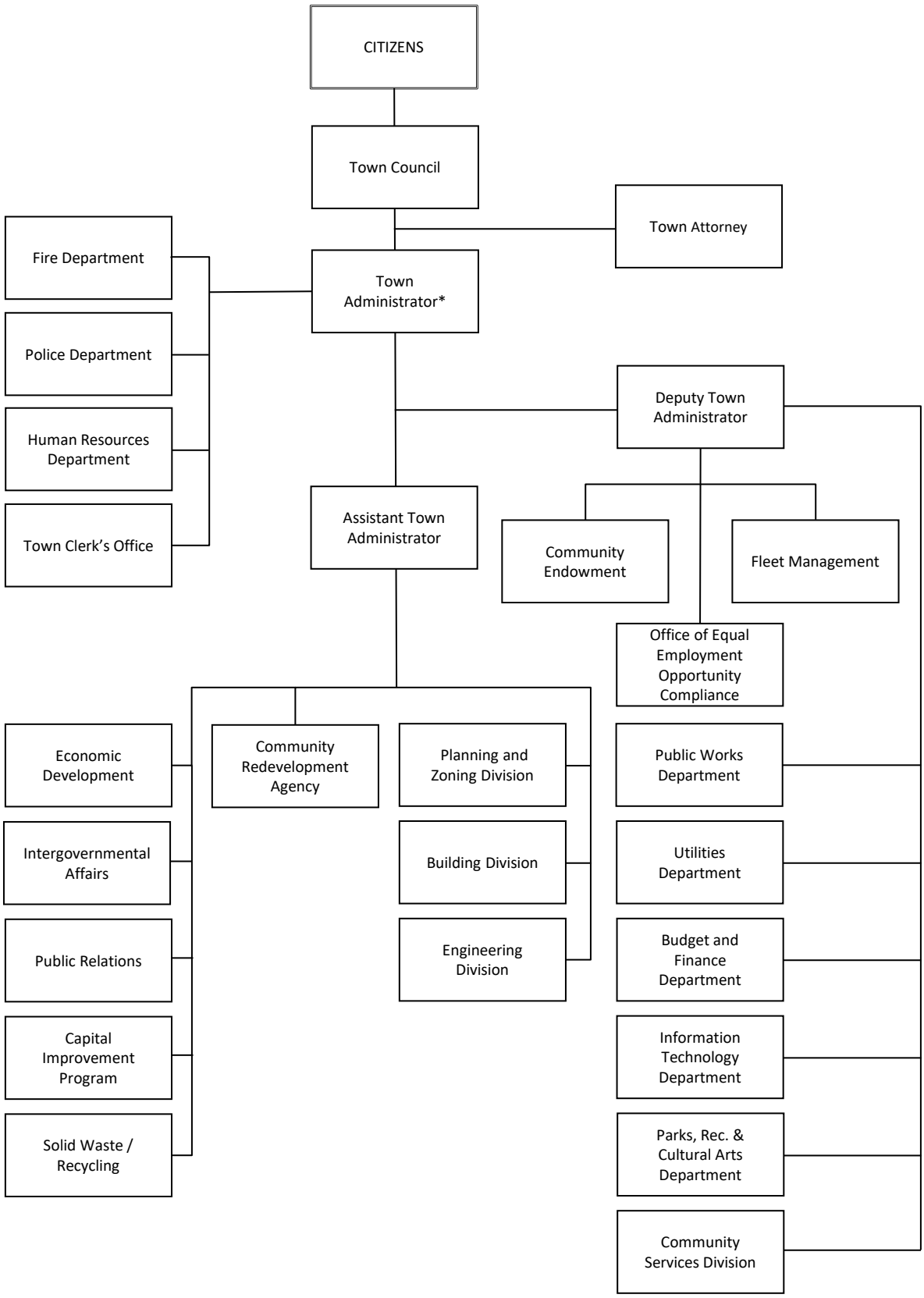
The angst, anticipation, and perpetuation of the new normal is ever evolving as fluctuations in COVID-19 infection rates and timelines for vaccines remain in flux, which will require safe and alternative modifications to deliver government services. The Town of Davie is unlike bustling large metropolises, but nonetheless underscored by the movement of people and a perpetual economic engine to preserve and sustain its inherent culture and livelihood. There is no indication as to what exactly the *new normal* will be for the Town of Davie. The focus has to remain on the fact that, as a government, we will persist, adapt and recover. The prospect of up to a 24-month economy recovery timeline must be closely monitored for prioritization of resources. Efforts are being made via a new Town Hall, the Utilities Master Plan, and the Public Safety Master Plan to provide for service delivery options that align with the *new normal*.

The leadership, communications and transparency of Town Council, our employees and the community will be vital as we navigate these unparalleled times. While modification of business practices is necessary, we will not waiver on our commitment to fiscal stability, safety and uninterrupted services delivery and our community recovery efforts will be successful. Simultaneously, Davie's simple and historic community delights, whether it is the eponymous Davie Orange Blossom Parade or the Davie Pro Rodeo, will be in full gallop complementing our vast uniqueness of open spaces, trails, and parks.

Respectfully Submitted,

Richard J. Lemack
Town Administrator

Town of Davie
Table of Organization FY 2021



* The Town Administrator also functions as the Executive Director of the Community Redevelopment Agency.

Budget Calendar

Start

January & February
Five-Year Financial Forecast is completed. Revenue estimating begins. Payroll projecting begins. Budget calendar & instructions are drafted. Budget kickoff meeting is held. Instructions, calendar, and draft payroll projection are distributed.

March
Town Council holds its Annual Vision & Goal Setting Session. Management retreat is held. Budgets for Town-wide expenditures are developed. Departments submit fleet and technology requests.

April
Employee budget sessions are conducted. Departments submit their requested budgets and capital project requests. Finance reviews and analyzes requests and submits the combined budget to the Town Administrator. Town Administration meets with Department Directors or Division Managers to discuss requested budgets.

May
Community Forum is held. Finance updates payroll estimates and revenue projections and revises the draft budget. Draft budget is submitted to the Town Council.

June
First Town Council budget workshop is held. Capital Improvement Program workshop is held. Property Appraiser delivers estimate of taxable values. Revenue projections are updated. Budget is revised per Council direction and new data.

July
Property Appraiser certifies taxable value of the Town. State of Florida provides intergovernmental revenue estimates. Second budget workshop is held. Preliminary millage rates and special assessments rates are determined for TRIM Notice. Budget is revised as needed.

August
Community Endowment and additional budget workshops are held, if necessary. Final revisions are made to the draft budget. Town Administrator submits recommended budget to the Town Council.

September
Capital Improvement Program is adopted. Special Assessments are approved at a special public hearing. Budget is legally adopted following two public hearings. Adopted budget is loaded into the accounting system and placed on Town website.

October 1
Adopted budget goes into effect. Finance certifies TRIM compliance to State of Florida.

Beginning in March 2020, Fiscal Year 2021 Budget development processes and meetings were either canceled or held virtually due to COVID-19. Specific items impacted are noted in the Key Dates section on the next page.

Budget Calendar - Key Dates

KEY DATES IN FY 2021 BUDGET PROCESS	
February 28, 2020	Budget Kickoff Meeting Capital Improvement Program (CIP) Kickoff Meeting
March 10, 2020	Management Staff Retreat
March 20, 2020	Town Council Vision & Goal Setting Session – canceled*
April 6, 2020	Department/Division annual budget requests due
April 7 - 8, 2020	Employee Budget Sessions (3) – canceled*
April 10, 2020	Capital Improvement Program project requests due
April 13 - May 1, 2020	Department Budget Meetings (held virtually as needed)
May 12, 2020	Town-wide Community Forum – canceled*
June 10, 2020	Town Council Budget Workshop #1 – virtual* Town Council Capital Improvement Program Workshop – virtual*
July 29, 2020	Town Council Budget Workshop #2 – virtual*
September 3, 2020	First Public Hearing - Tentative FY 2021 Budget approved – virtual* Capital Improvement Program for FY 2021-2030 adopted – virtual*
September 14, 2020	Fire Protection Assessment & Solid Waste Assessment Public Hearings – virtual*
September 16, 2020	Second Public Hearing - FY 2021 Budget adopted – virtual*
October 1, 2020	FY 2021 Budget goes into effect

*Meetings were either canceled or held virtually due to COVID-19.

Budget Process

Developing the Budget

The annual budgeting process starts in early January when the Budget and Finance Department forecasts revenues and expenditures for the next five years and drafts the budget calendar and budget instructions. The Budget and Finance Department prepares payroll and revenue projections and drafts budgets for town-wide costs, such as fuel, electric, water, fleet maintenance and insurance. The Information Technology (IT) Department develops its initial budget request, including schedules for internal charges and communications.

The Town Council conducts its annual Vision and Goal Setting Session and provides direction on budget priorities in accordance with the Strategic Plan. Meetings and/or workshops are subsequently held with the community, Town employees, and the Budget Advisory Committee to solicit input for the budget and to identify community needs.

The budget process officially begins for Town departments with the "Budget Kickoff Meeting" in late February or early March. The Budget and Finance Department and Town Administration provide the departments with an overview of the budget picture and discuss the budget guidelines for the year. Departments and divisions are given the budget calendar, written budget instructions, payroll estimates and other cost estimates. Training is provided on budget entry into the Annual Budget Processing software module and how to run various budget worksheets and reports.

Each department or division then prepares and submits its proposed budget comprised of the following elements:

- Revenue and expenditure projections by program/division and line item;
- Position related requests;
- Fleet and technology related requests;
- Organizational Chart(s);
- Education, training and travel requests; and
- Budget Narrative highlighting funding requests and any proposed programmatic and organizational revisions.

In April, the requested budgets are reviewed by the Budget and Finance Department for accuracy, completeness and form, and a budget package is prepared for the Town Administrator. Department directors or division managers then meet with Town Administration, Budget and Finance personnel and the Human Resources Director to discuss their proposed budgets. The Budget and Finance Department revises the budget following these meetings and for any updated information.

The draft operating budget is prepared and distributed to the Town Council in late May or early June in preparation for the first Budget Workshop. Following the workshop, the budget is updated per Council's programmatic direction and to incorporate all other necessary revisions to the projected revenues and expenditures. Additional Town Council Budget Workshops are conducted throughout the summer months as necessary to discuss and modify the proposed budget. Updated budgets are prepared before and after each session. Town Council workshops also may be held regarding the proposed Capital Improvement Program and to determine donations that will be made to nonprofit agencies from the Community Endowment Fund.

In July or early August, the Town Council approves the proposed millage rates and the preliminary assessment rates for two non-ad valorem assessments that will appear on the Truth in Millage (TRIM) Notice. These proposed rates are then certified to the required entities by August 4th per state law. The TRIM Notice is mailed to all property owners by the Broward County Property Appraiser by August 24th to inform them of the proposed tax rates, tax amounts, special assessments and budget hearing dates related to their property. The Town Administrator submits the proposed fiscal year budget to the Davie Town Council by September 1st.

<u>Adjustments for COVID-19</u>

In developing the budget for Fiscal Year 2021, events scheduled for March through May 2020 were either canceled or held virtually to comply with safety and social distancing protocols implemented to prevent the spread of COVID-19. The Town Council's Vision and Goal Setting Session, three Employee Budget Sessions, and the Town-wide Community Forum were canceled. Department directors and division managers originally scheduled to meet with Town Administration, Budget and Finance personnel, and the Human Resources Director from April 13 to May 1 were instead contacted via video conference,

teleconference, or email to discuss their proposed budgets. Budget and Finance personnel then met with Town Administration and the Human Resources Director to discuss the various budget requests via teleconference and in-person meetings. Two budget workshops were conducted with the Town Council in June and July. Both were held virtually.

Adopting the Budget

By Florida Statute, the Town must adopt its millage rate and operating budget for the fiscal year after holding two public hearings during the month of September. The first of these hearings is advertised to property owners via the TRIM notice. The second public hearing and the tentative budget approved at the first hearing are advertised in the newspaper two to five days before the second hearing date. The millage rate and budget are adopted by Ordinance at the second budget hearing and become effective on October 1st.

> The Town's annual budget is adopted each September following two public hearings and is effective for the fiscal year running October 1 to September 30.

Adjustments for COVID-19

Pursuant to the Florida Governor's Executive Order 20-179, the Town has scheduled its September 2020 budget hearings and special assessment hearings for the Fiscal Year 2021 Budget to be held virtually via video/teleconferencing (Webex). Executive Order 20-179 permits taxing authorities to hold the millage and budget hearings required under Chapter 200, Florida Statutes, and non-ad valorem assessments hearings under section 197.3632, Florida Statutes, without having a quorum of its members present physically or at any specific location, and to utilize communications media technology such as telephonic or video conferencing.

Amending the Adopted Budget

The Town's Charter and State law allow changes to the adopted budget at any time throughout the fiscal year and up to 60 days after fiscal year end. These changes include budget transfers, which reallocate already appropriated dollars within the same fund without increasing or decreasing the fund's total budget, and budget amendments, which increase or decrease the total budget of a fund.

Per the Town's Charter, intradepartmental budget transfers $5,000 and under may be approved by the Town Administrator and carried out by the Budget and Finance Department. Budget transfers exceeding $5,000, budget transfers between departments in the same fund, and all budget amendments require approval by the Town Council. The Town Administrator may approve some intradepartmental transfers over $5,000, if the Town Council has delegated such authority for the fiscal year and so long as the net change to a department's total appropriation is zero. The level of budgetary control is established at the department level.

To amend the adopted budget, department directors submit a request to the Budget and Finance Director. The request is reviewed for correctness and budget availability, and then provided to the Town Administrator for approval to move forward, or denial. If necessary, the Budget and Finance Director submits all pending departmental requests as a unified request to the Town Council for approval. The request includes a description of all transfers and amendments for both revenues and expenditures. Such requests are specified by fund, and also by department or division, if appropriate. At a regularly scheduled meeting of the Town Council, budget transfers may be approved by resolution. Budget amendments require an ordinance with two public hearings.

Budget Monitoring

The budget is monitored monthly by the Budget and Finance Department to track variances between the actual and budgeted amounts, to identify trends, and to estimate year-end results. Monthly budget reports are distributed to all departments, divisions and Town Administration. Departments may be required to submit budget transfer or amendment requests to accommodate significant variances. A summary of each monthly report is posted on the Town's website for public access.

At the end of each quarter, a thorough review of year-to-date actuals and projections for end-of-year results is conducted. Particular attention is given to the General Fund. The Budget and Finance Department typically composes a written analysis report for the first and second quarters. The Budget and Finance Director additionally may provide a quarterly presentation of financial results to the Town Council and public during a regularly scheduled Council meeting.

In addition to monthly analysis, the Budget and Finance Department monitors the budget on a near daily basis. Such activities involve position control, reviewing all payment requests for sufficient budget and documentation, monitoring requests to fill vacant positions, and tracking Council meeting agenda for items with budget impacts.

Capital Budget Process

Capital expenditures include money spent to acquire, construct or upgrade physical assets such as buildings, infrastructure, machinery/equipment and land. Each year, Department Directors submit plans and cost estimates for necessary capital improvements, which are combined to form the proposed Ten-Year Capital Improvement Program (CIP). Funding sources for each project must be identified, and departments also must identify the ongoing operating budget impact of their projects. Development of the annual CIP runs concurrently with the annual budget process.

> The proposed 10-Year Capital Improvement Program is submitted to the Town Council by August 15 of each year and is approved by resolution thereafter.

Projects in the CIP are separate from capital outlay expenditures which may be included in the annual operating budget and which are approved in the budget development process previously described. Capital expenditures in the annual budget are generally for acquisition or improvements with a cost of less than $10,000 and an expected life of less than five years. Exceptions to this general policy are grant-funded projects, which often exceed the $10,000 threshold, can be completed within the fiscal year, and are included in the operating budget. Capital improvements constructed or purchased, that have a minimum useful life of five years and a minimum cost of $10,000 are generally budgeted in the CIP.

Per the Town's Charter, the Town Administrator shall submit the proposed CIP to the Town Council by August 15 for the ensuing fiscal year. The first year of the adopted CIP is considered the Capital Budget, also referred to as the Capital Program. Following CIP adoption, the proposed or adopted Annual Budget is revised to accommodate projects included in the appropriated funds, as well as any other immediate budget impacts, such as appropriations of fund balance or inter-fund transfers needed to fund the approved projects.

Fund Structure

As a municipal corporation, the Town's finances and budget are comprised as a collection of smaller, separate entities known as funds. Funds are the control structures that ensure that public monies are spent only for those purposes authorized and within the limits authorized.

Each fund is a distinct financial entity with its own revenues and expenditures, and each fund is classified according to the type of activity that is involved in the fund. Fund types include:

- ✓ *Governmental Funds* - includes the General Fund, Capital Projects Funds, and Special Revenue Funds;
- ✓ *Proprietary Funds* - includes Enterprise Funds and Internal Service Funds; and
- ✓ *Fiduciary Funds* - includes funds used to account for assets held in a trustee or agency capacity for others.

The following is a description of the budgeted funds of the Town.

Governmental Funds

General Fund (001) - The General Fund is the main operating fund of the Town. This fund incorporates a broad range of services, such as police, fire rescue, public works, parks, recreation, cultural arts, building services, engineering and the Town's administrative functions. General tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs not paid through other funds are paid from this fund.

Capital Projects Funds (300, 310, 320) - The Capital Projects Funds are used for the acquisition and improvement of fixed assets and the construction of major capital projects not being financed by proprietary or other such funds. Most projects in these funds are financed by the General Fund or long-term debt issues, which are repaid by the recurring operating revenues

in the General Fund. Improvements made through these funds are approved in the Town's ten-year capital program and generally have no regard for fiscal periods. These funds are not included in the annual operating budget adopted in September but are included in the Town's financial statements. In FY 2020, a new capital projects fund was added to account for capital projects funded by the Broward County Transportation Surtax. Capital projects accounted for in this Surtax Capital Projects Fund (320) will focus on improved traffic management, transportation connectivity, transit service, and multimodal transportation options.

Special Revenue Funds:

Special revenue funds are used to account for specific revenue sources that are restricted to expenditures for specific purposes. Dedicated operations that cover only a substantial portion of their costs by user fees and charges, and therefore require ongoing operating subsidies, will be classified as special revenue funds.

Community Redevelopment Agency Fund (100) - The Community Redevelopment Agency (CRA) Fund accounts for the activities of the Town's Community Redevelopment Agency, a blended component unit of the Town.

Community Development Block Grant Fund (110) - The Community Development Block Grant (CDBG) Fund accounts for the activities of the Town's community development and housing related grants received from the U.S. Department of Housing and Urban Development and/or the State of Florida.

Parks and Open Space Impact Fees Fund (120) - The Parks and Open Space Impact Fees Fund accounts for the activities of the Town's impact fees received for its open space, parks and recreational facilities.

Fire Impact Fees Fund (130) - The Fire Impact Fees Fund accounts for the activities of the Town's impact fees relating to the provision of fire and rescue services.

Police Impact Fees Fund (140) - The Police Impact Fees Fund accounts for the activities of the Town's impact fees relating to the provision of law enforcement services.

General Government Impact Fees Fund (150) - The General Government Impact Fees Fund accounts for the activities of the Town's impact fees relating to general governmental services.

Forfeiture Fund (160) - The Forfeiture Fund is used to track the revenue and expenditures from State and Federal forfeitures that the Town receives from various law enforcement agencies.

Affordable Housing Fund (170) – The Affordable Housing Fund accounts for the collection and disbursement of funds associated with the Town's affordable housing incentive program as defined in Article XVII of the Land Development Code.

Community Endowment Fund (180) - The Community Endowment Fund may be used to assist with unfunded liabilities, projects or programs that need capital creation that will be repaid over time, or community projects or charitable programs that have one-time needs.

Proprietary Funds

Enterprise Funds:

Enterprise funds are used to account for those activities where the costs are expected to be funded by user fees and charges.

Water and Sewer Fund (400) - The Water and Sewer Fund accounts for the operations of the water and sewer utility system. The cost of operating the water and sewer system is recovered almost entirely by user charges. Tax dollars are not used in this fund. The acquisition, maintenance, and improvement of the physical plant facilities are financed from existing cash resources, issuance of revenue bonds and state or federal grants.

Internal Services Funds:

Internal Service Funds are used to account for the cost of providing specific goods or services to Town departments where those services can reasonably be apportioned to the users on a cost-reimbursement basis.

Vehicle Maintenance Fund (500) - The Vehicle Maintenance Fund accumulates the cost of operating the central garage facility for vehicle and equipment maintenance. The cost allocation utilized provides for capital accumulation for the purpose of vehicle replacement. Costs of operating vehicles (replacement reserve, insurance, maintenance, etc.) are established as a monthly rental rate per class of vehicle and the user department is charged for each vehicle it uses.

Self Insurance Fund (510) - The Self Insurance Fund accounts for and finances the Town's insured and uninsured risks of loss related to workers' compensation and employee health benefits.

Information Technology Fund (520) - The Information Technology Fund accumulates the cost of providing technology equipment, networks, software and support. The cost allocation utilized provides for operational costs of the IT department and for capital accumulation for the purpose of equipment replacement.

Fiduciary Funds and Funds Excluded from the Adopted Budget

In addition to the Capital Projects Funds previously mentioned, the Town has other funds that appear in its audited financial statements, but which are not included in the annual budget or this budget document. These non-budgeted funds include the Town's Fiduciary Funds, which are used to account for assets held by the government in a trustee capacity. Such funds include:

- Police Employees Pension Trust Fund;
- Firefighters Pension Fund;
- Other Post-Employment Benefits Trust Fund;
- Management and General Employees Defined Benefit Plan Fund; and
- Money Purchase Plan Fund (Defined Contribution Plan).

Not all of the Town's funds are budgeted funds included in the annual budget.

- ❖ Capital projects funds are budgeted through the CIP process. They are not in the annual budget, but do appear in the Town's audited financial statements.
- ❖ Fiduciary funds are not budgeted funds, but do appear in the audited financial statements.

Fund-Department Matrix and Fund Structure Chart

As described in the preceding pages, the Town of Davie's funds are categorized into Governmental Funds, Proprietary Funds, and Fiduciary Funds. Correspondingly, Town government and employees are organized into departments and divisions to provide services to the community. Funding for each of these organizational units and its services originates in one or more of the budgeted funds.

The table on the next page lists the Town's organizational units and the funds that they utilize in their operating budgets. The Town's Fiduciary Funds and Capital Projects Funds are not included in the table, since they are not budgeted in the annual budget.

The Fund Structure Chart on the subsequent page graphically displays the Town's fund structure described in the preceding pages and includes each fund's related budget for the coming fiscal year.

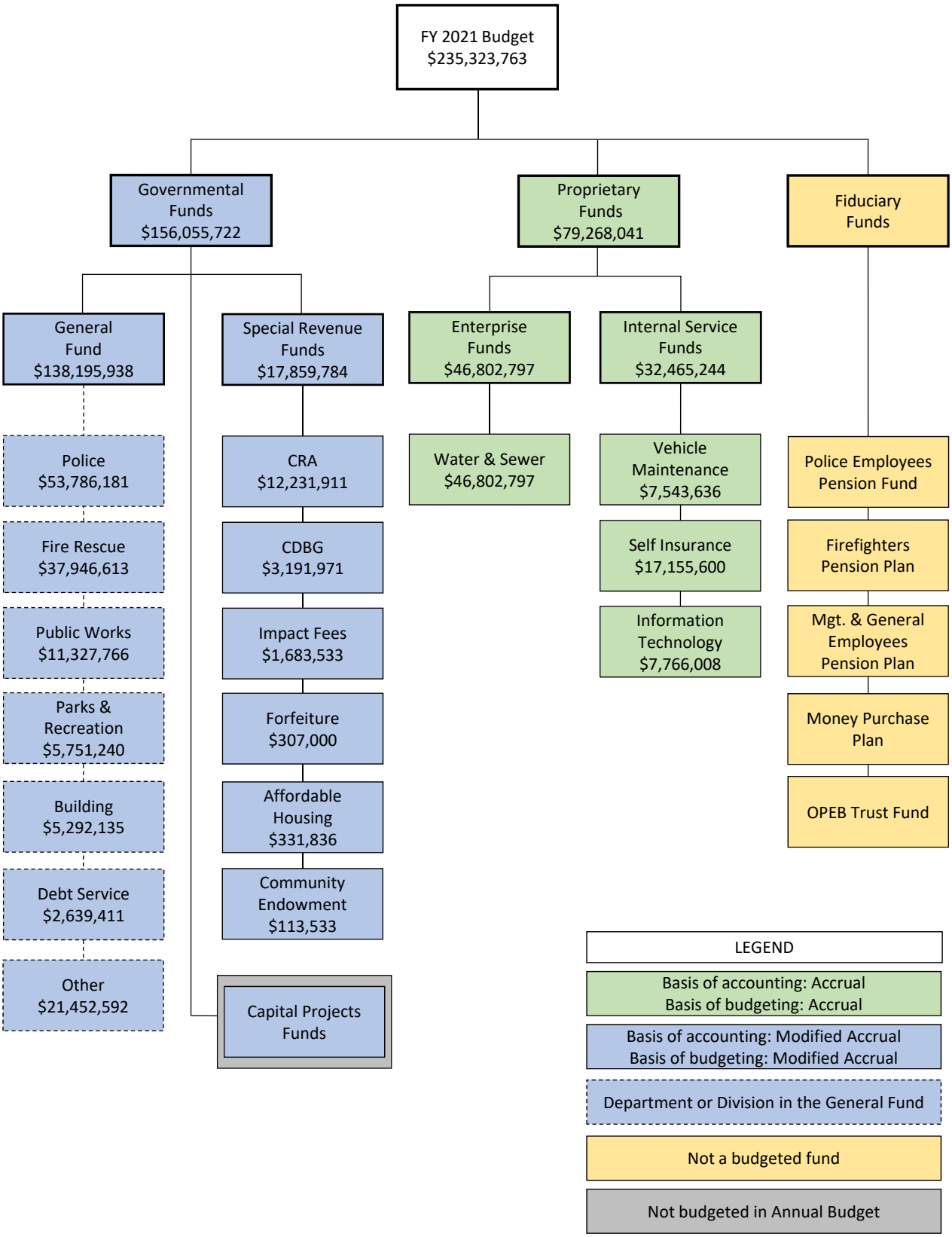
Fund-Department Matrix

USE OF FUNDS BY ORGANIZATIONAL UNIT											
	FUND										
	Governmental Funds							Proprietary Funds			
ORGANIZATION UNIT (Department or Division)	**GF**	**CRA**	**CD**	**IF**	**F**	**AH**	**CE**	**WS**	**VM**	**SI**	**IT**
Administration	✓			✓			✓		✓		
Budget & Finance	✓						✓				
Building Division	✓										
Community Redevelopment Agency		✓									
Community Services Division	✓		✓			✓					
Engineering Division	✓										
Fire Rescue	✓			✓							
Garage									✓		
Human Resources	✓									✓	
Information Technology											✓
Parks, Recreation & Cultural Arts	✓			✓							
Planning & Zoning Division	✓										
Police	✓			✓	✓						
Public Works	✓										
Town Attorney's Office	✓										
Town Clerk's Office	✓										
Water & Sewer								✓			

Governmental Funds: **GF** - General Fund, **CRA** - CRA Fund, **CD** - CDBG Fund, **IF** - Impact Fee Funds, **F** - Forfeiture Fund, **AH** - Affordable Housing Fund, **CE** - Community Endowment Fund

Proprietary Funds: **WS** - Water & Sewer Fund, **VM** - Vehicle Maintenance Fund, **SI** - Self Insurance Fund, **IT** - Information Technology Fund

Fund Structure Chart



Financial Policies

The Town of Davie Financial Policies set forth the basic framework for the overall fiscal management of the Town. These policies represent a foundation, provide guidelines for evaluating both current activities and proposals for future programs, and assist the Town Council and the Town Administrator in making decisions. A complete copy of the Town of Davie Financial Policies can be found in the Appendix. Below is a summary of some of those policies.

Basis of Accounting & Basis of Budgeting

Basis of accounting refers to the point at which revenues or expenditures/expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made, regardless of the measurement focus applied.

All governmental funds are accounted for using the modified accrual basis of accounting and the current financial resources measurement focus. Revenues are recorded when susceptible to accrual, both measurable and available. Expenditures are recorded when a liability is incurred. At year-end, open operating budget encumbrances lapse. The basis of budgeting for these funds is the same as the basis of accounting used in the Town's audited financial statements.

All enterprise and internal service funds are accounted for using the accrual basis of accounting and the economic resources measurement focus. Revenues are recognized when earned and expenses are recognized when a liability is incurred. The basis of budgeting for these funds is the same as the basis of accounting used in the Town's audited financial statements. The following are budgeting exceptions to the accrual basis of accounting for the Town's proprietary funds:

- Capital outlays are budgeted as expenditures rather than depreciating them;
- Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities; and
- Both principal and interest payments of debt service are budgeted as expenditures, rather than only interest payments being budgeted and principal payments representing a reduction in the liability.

The Town shall maintain its accounting records in accordance with accounting principles generally accepted in the United States of America (GAAP) and applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB), and the Uniform Accounting System prescribed by the Florida Department of Financial Services.

Budget Policies

The Town's budget must be balanced. Revenues, including balances brought forward from prior fiscal years, equal appropriations for expenditures.

The annual budget shall be adopted in September of each year following two public hearings. The budget shall coincide with the fiscal year, commencing on October 1 and ending on September 30. The budget is adopted by Fund and must be balanced. A balanced budget is defined as one in which the estimated revenues, including balances brought forward from prior fiscal years, are equal to the total appropriations for expenditures and reserves.

The budget shall be in such format as to allow correlation with the costs reported in the Town's Comprehensive Annual Financial Report (CAFR). Detailed estimates are provided by account at the division or program level, summarized by department, then summarized and adopted by fund.

The annual operating budget should balance the public service needs of the community with the fiscal capabilities of the Town. New programs or changes in policies that would require the expenditure of additional operating funds will be funded either through a reduction in programs of lower priority or through adjustments to rates, service charges or taxes. Requests for new programs or policies or changes to existing ones will be accompanied by an analysis of the short and long-term impact on the operational budget caused by such changes or new program or policy.

In no event will the Town levy ad valorem taxes against real property and tangible personal property in excess of 10 mils, except for voted debt levies.

Fund balances shall not normally be budgeted to support routine annual operating expenses. Fund balances exceeding policy targets may be budgeted judiciously to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis, or for specific purposes. One-time revenues will be applied toward one-time expenditures to the extent feasible.

Budgets and expenditures for the Town are under Town Council appropriation control. The level of budgetary control is established at the department level.

Capital Budget

Per the Town Charter, the Town shall prepare and implement a 10-Year Capital Improvement Program (CIP). The CIP is consistent with State requirements, the Town Charter and the Comprehensive Plan. Capital expenditures include money spent to acquire or upgrade physical assets (i.e. buildings, infrastructure, machinery, land).

Per the Town Charter, the Town Administrator shall submit the proposed CIP to the Town Council by August 15 for the ensuing fiscal year.

The projects and project funding for the first year of the CIP, also known as the "Capital Budget" or "Capital Program," must be specifically identified and approved by Town Council. Revenue sources for the first year of the CIP shall be based on conservative assumptions of dedicated revenue sources.

Estimated budget requirements for capital projects shall include all costs reasonably associated with the completion of the project and the ongoing operating budget impact.

Revenue Policies

Revenue projections will be based on an analysis of historical trends and reasonable assumptions made on a conservative basis of future conditions. The operating budget of the General Fund will be prepared based on 95% of the certified taxable value of the property tax roll and conservative estimates of other sources of General Fund revenue.

The Town will not use long-term debt to finance expenditures required for operations.

One-time revenues will be applied toward one-time expenditures to the extent feasible. The Town will avoid using temporary revenues to fund mainstream services. Ongoing revenues should be equal to or should exceed ongoing expenditures.

A diversified and stable revenue system will be maintained to shelter the government from short-run fluctuations in any one revenue source.

Unless otherwise stated explicitly by the Town Council, the Town will not earmark discretionary revenues for specific purposes.

The Town may charge the direct beneficiaries of Town services the full cost of providing those services based on comparative studies of other public and private sector entities and other considerations, such as public health and safety or ability to pay. The amount of a fee should not exceed the overall cost of providing the facility, infrastructure or service for which the fee is imposed. In calculating a cost, direct and indirect costs may be included. Service costs may be recalculated periodically, and fees will be adjusted accordingly.

Any inter-fund loan must be supported by a fiscally sound source of funds available for repayment.

Expenditure Policies

It is unlawful for the Town to expend or contract for the expenditures of more than the amount budgeted in any fund's annual appropriation for any fiscal year. An exception may be made for multi-year construction contracts where funding has been approved in the Capital Improvement Program and sufficient monies are available in the current year's budget to meet the progress payments within the current fiscal year.

Contractual obligations required by labor agreements and compensation plans for employees will be included in the budget, dependent upon available funds.

Normal maintenance requirements necessary to sustain the basic asset value of fixed assets will be included in the expenditure budget of the proper operating fund.

Capital will be provided for major improvements and automation of services based on multiple-year planning and appropriate cost-benefit analyses. Future capital improvement requirements and equipment replacement will be included in operating plans or in the CIP. The annual amount set aside to provide reserves for future capital requirements will be tailored to the needs of the specific operation, if not established by bond resolution, and will be above the normal fund balance.

Fixed Assets Policies

The Town shall maintain its capital and non-capital asset records in accordance with the policy and procedures set forth by the Budget and Finance Director. The Town's Asset Inventory will be updated annually.

Individual assets costing $1,000 or more shall be accounted for.

Normal maintenance requirements necessary to sustain the basic asset value will be included in the expenditure budget of the proper operating fund.

Fund Balance Policies

Fund balance is the difference between a fund's assets and its liabilities.

An adequate fund balance should be maintained for fiscal management purposes, to secure and maintain the Town's investment grade credit ratings, to meet seasonal shortfalls in cash flow and reduce susceptibility to emergency or unanticipated expenditures and/or revenue shortfalls.

The Fund Balance Policy established in Resolution 2012-44, updated in Resolution 2016-85, and as allowed by Florida State Statutes, applies to the General Fund and all other governmental funds. The policy provides for reservations of fund balance classified as non-spendable, restricted, committed, assigned and unassigned, and establishes the spending order of fund balances.

The Town shall maintain a General Fund committed fund balance reserve known as the Hurricane/Emergency & Disaster Recovery Operating Reserve at 25% of the fund's budgeted operating revenues. The reserve is established for the purposes of responding to and providing relief and recovery efforts during emergency situations. Should reserve funds be utilized, they should be replenished over a five-year period beginning with the completion of recovery from the event for which reserve funds were used. The Town may also set aside operational savings in preparation of unanticipated expenditures, or to finance future infrastructure, equipment and other requirements. The maximum amount to be maintained is 3% of the upcoming fiscal year General Fund Budget.

The Town may dedicate .1 mil of the upcoming fiscal year operating millage rate to the upcoming year's Capital Improvement Program.

For special revenue funds, the restricted or committed proceeds of specific revenue sources should be expected to continue as a minimum of 50% of the inflows reported in the fund.

Disbursement of funds within the fund balance reserves shall be authorized by an ordinance of the Town Council and may be approved by inclusion in the approved annual budget and amendments thereto.

The Town spends restricted amounts first when both restricted and unrestricted fund balances are available. The Town would first use committed fund balance, followed by assigned fund balance and then unassigned fund balance when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications can be used.

The entire fund balance of the Community Redevelopment Agency (CRA) Fund shall be appropriated each year as required by Florida law.

Any anticipated deficit of operating expenditures over revenues at year-end will be provided for in the current year's budget amendment process through fund balance/net asset appropriations.

Enterprise Fund Policies

Enterprise funds will be used to account for those activities where the costs are expected to be funded by user fees and charges.

Service charges, rent, and fee structures will be established to ensure recovery of all direct and indirect costs.

Enterprise funds capital improvements may be funded from operating revenue or unrestricted net assets, the sale of revenue bonds, loans, special assessments and grants. Enterprise Funds should be able to produce sufficient revenue from service charges to fully recover all direct operating costs and overhead, plus provide for debt service and major capital outlay.

The expenditure requirements of the operating enterprise funds will include all expenses of the operations, as well as debt payments for interest.

Enterprise operating funds will pay the General Fund for their proportionate share of the cost of general administrative departments.

Internal Service Fund Policies

The Internal Service Funds will be used to account for the cost of providing specific goods or services to Town departments where those services can reasonably be apportioned to the users on a cost-reimbursement basis.

Charges to departments for internal services rendered will be sufficient to cover the total cost of performing services on an efficient basis. Rates or rate schedules for such charges shall be prepared. Replacement of equipment, including considerations for inflation, will be included in the cost of furnishing services.

Lease purchase or borrowing of funds will be considered appropriate only if cost saving benefits will accrue in future years during the useful life of assets acquired by such methods.

Investment Policies

The investment of Town funds shall be controlled by the Town's Investment Policy as approved in Resolution 2003-070. The highest priority for the investment program is safety of principal, followed by maintenance of liquidity and return on investment.

Bond or loan proceeds for construction funds are to be held in a qualified financial institution separate from the Town's operating accounts.

Arbitrage restricted bond proceeds for construction funds may be held in a separate account and earn applicable interest income and investment income, as guided by the Town's Investment Policy.

Debt Policies

The Town will not use long-term debt to finance expenditures required for operations.

A policy of full disclosure will be followed in all financial reports and official statements for debt.

In no event will the Town levy ad valorem taxes against real property and tangible personal property in excess of 10 mils, except for voted debt levies, as limited by Section 200.081 Florida Statutes.

General capital improvements, or those improvements not related to municipally-owned enterprises, may be funded from

General Fund revenues or fund balances, the sale of revenue bonds or general obligation bonds/loans, special revenues, special assessments and grants.

Enterprise funds' capital improvements may be funded from operating revenue or unrestricted net assets, the sale of revenue bonds, loans, special assessments and grants. Enterprise Funds should be able to produce sufficient revenue from service charges to fully recover all direct operating costs and overhead, plus provide for debt service and major capital outlay. The expenditure requirements of the enterprise operating funds will include all expenses of the operations, as well as any debt payments for interest.

Debt Limits

The general obligation (GO) debt limit is 10% of the total assessed taxable value of the Town. This type of debt is also referred to as voted debt.

In no event will the Town levy ad valorem taxes against real property and tangible personal property in excess of 10 mils, except for voted debt levies, as limited by Section 200.081 Florida Statutes.

The sale of revenue bonds for capital improvements will be limited to that amount which can be supported from the pledge of non-ad valorem revenue.

- For FY 2021, the GO debt limit is calculated as .10 x $10,825,769,549 = $1,082,576,955.
- For FY 2021, GO debt service totals $2,639,411
- For FY 2021, the millage rate for GO debt service is .2566 mils.

Debt Financing

Consistent with IRS regulations, debt repayment will not exceed the average life of improvements.

Long Term Debt: Annual debt service payments will be level over the life of a bond issue, unless fiscal or other constraints dictate an alternative approach. A policy of full disclosure will be followed in all financial reports and official statements for debt.

Medium Term Debt: Lease-purchase agreements, bonds, loans, or other debt instruments may be used as a medium-term (3-10 years) method of borrowing for the financing of vehicles, specialized types of equipment, or other capital improvements. The equipment or improvement must have an expected life of more than three years. The Town will determine and utilize the least costly financing methods available. Such debt arrangements will be repaid within the expected life of the equipment or improvement acquired.

Short Term Debt: Short-Term borrowing may be utilized as temporary funding for anticipated tax revenue, grant payments and bond proceeds, or for other expected revenues. Anticipated funding is defined as an assured revenue source with the anticipated amount based on conservative estimates. Such borrowing may utilize a short-term note maturing before the end of the current appropriation period. Other short-term debt, such as tax-exempt commercial paper, bond anticipation notes or tax anticipation notes, may be used when it provides immediate financing and an interest advantage, or delays long-term debt until market conditions are more favorable. The Town will determine and utilize the least costly method for short-term borrowing. Short-term debt may be refunded in accordance with applicable Federal laws.

Bond Ratings

The Town shall periodically review actions possible to maintain or improve its bond ratings.

The Town shall maintain good communications with bond rating agencies about its financial condition.

Most Recent Bond Ratings

- Moody's Investors Services: A1
- Standard and Poors: AA
- Fitch Rating Services: A-/AA-

A policy of full disclosure will be followed in all financial reports and official statements for debt.

Long Range Planning

The Town of Davie's long-range financial planning activities incorporate both strategic planning and fiscal planning. Such planning is currently three pronged and includes the following components:

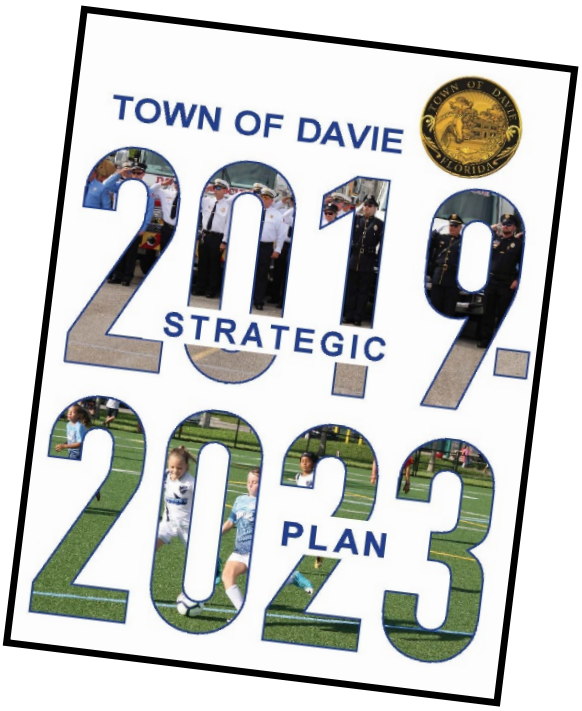
1. **The Town of Davie Strategic Plan**, which identifies the Town's mission, purpose, and values, determines the Town's strategic priorities and goals for the coming years, and guides decision making on allocating resources toward those priorities;

2. **The General Fund Five-Year Financial Forecast**, which projects the General Fund revenues that may be available in future years and the expenditures that may be necessary for Town operations and activities in line with the identified strategic priorities and goals; and

3. **The Town of Davie Ten-Year Capital Improvement Program** (CIP), which plans for a) the purchase and/or construction of infrastructure, facilities, equipment and other fixed assets; and b) the financing of such projects.

Each of these planning processes is discussed in this section in the same order listed above.

Town of Davie Strategic Plan



Strategic planning is a process through which the Town sets priorities, focuses energy, directs resources, and strengthens Town operations with internal and external stakeholders.

The Town of Davie adopted its first strategic plan in November 2010, and thereby determined its Mission, Purpose, Values, and Strategic Priorities to be pursued.

In 2018, the Town set out to update the strategic plan, working to develop new goals, action plans, and key performance indicators (KPIs) built around the established mission statement and strategic priorities. The Town of Davie Strategic Plan for 2019-2023 was completed in April 2019 and is effective from October 1, 2018 through September 30, 2023.

There are eight major elements to the 2019-2023 Strategic Plan. These elements include:

1) Mission Statement;
2) Purpose Statement;
3) Values;
4) Strategic Priorities;
5) Goals;
6) Action Items;
7) Key Performance Indicators; and
8) COVID-19 Impacts.

The first four elements - the mission statement, purpose statement, values and strategic priorities - set a direction for Town staff. The last four elements - goals, action items, key performance indicators, and COVID-19 impacts - provide staffs' responses and accountability to the direction provided.

- The ***Mission Statement*** is a clear and concise statement of where the Town of Davie wants to be in the future. All strategic priorities, goals, and action items are directed toward achieving this mission.

- The ***Purpose Statement*** states the Town of Davie's purpose and guides the prioritization of opportunities. It defines what the Town stands for and what it will do. The purpose statement also directs the day-to-day actions of the organization and its employees.

- The ***Values*** are our core operating principles. Values govern the actions and behaviors of policymakers and employees to effectuate the mission and vision of the organization.

- ***Strategic Priorities*** form the core of the Strategic Plan. Five such multiyear priorities are continued from the prior Strategic Plan and are established for the 2019-2023 Strategic Plan.

- The ***Goals*** are the means to achieve the multiyear strategic priorities. They are measurable, with specific resources assigned, time frames allocated, and responsibilities determined.

- The ***Action Items*** are the tasks needed to accomplish Davie's goals. Each of the Town's strategic priorities has between one and three goals, with up to four action items for each goal.

TOWN OF DAVIE

Strategic Plan Summary

MISSION STATEMENT

The Town of Davie strives to be the preeminent community in South Florida to live, work, learn, and play while treasuring our preserved natural settings.

PURPOSE STATEMENT

To provide leadership and excellent, customer-driven services to our diverse community with integrity and respect.

VALUES

- Customer Driven
- Respect
- Integrity
- Excellence
- Leadership

STRATEGIC PRIORITIES

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

- Staff will report back on the implementation progress using "KPIs" or ***Key Performance Indicators*** to delineate the final results desired. Indicators or metrics should answer the question: *How will we know if we are successful at achieving what we set out to do?*

In August 2020, the Strategic Planning Committee determined that staff will advise of the impacts that COVID-19 will have on planning and implementation of KPIs on an annual basis.

Listed below are the five Strategic Priorities of the 2019-2023 Strategic Plan and the associated Goals and actions that have been established relative to each Priority.

Strategic Priority 1: Commitment to Customer Satisfaction

The Town of Davie's goal is to ensure the satisfaction of its stakeholders and provide exceptional service. In order to achieve this goal, each department is responsible for upholding the value-driven purpose for each program and service offered to all stakeholders.

Goal A: Enhance Operational Efficiency	
	• Automated Clearinghouse (ACH) customer payment and utility billing implementation • Technology to improve application and prescreening processes for community outreach/improvement programs • Implement Advanced Metering Infrastructure (AMI) • Implement a Grants Management Program • Expand availability and usage of reclaimed water

Goal B: Foster a Positive Work Environment for All Town Employees	• Appoint a Safety Committee responsible for promoting a safety program that will keep frequency and severity of employee injuries to a minimum • Develop and conduct training programs in the areas of equal employment opportunity (EEO) compliance and supervisory skills • Improve the skills of the Human Resources team by creating individual development plans • Develop and implement an Employee Wellness Initiative
Goal C: Develop a Systematic Approach by partnering with other departments to increase the level of service to maximize customer satisfaction.	• Provide additional agenda support to departments during the agenda item creation phase to ensure cohesiveness of the final work product for public review • Develop and coordinate effective interdepartmental communication capability techniques to ensure delivery of excellent citizen satisfaction • Coordinate timely production of public records requests • Coordinate the availability of online records to promote transparency

Strategic Priority 2: Dedication to excellence in Service Delivery

The Town of Davie is continuously improving key services, striving to meet stakeholders' needs in a professional, responsible and high-quality manner. The Town recognizes that technological advancements in the workplace and staying current with new and changing technology is vital to providing excellence in service delivery via mass communication and public notices for various services offered by the Town.

Goal A: Provide First-Class Public Safety Services	• Develop a staffing plan to address service demand needs • Add a police reserve program • Conduct annual staff development and training
Goal B: Review and Update Town Policies, Procedures, and Related Documents	• Complete the procurement manual update • Upgrade ProjectDox/ProjectFlow and engineering workflow on-boarding
Goal C: Develop services that meet the needs and demands of citizens by providing technological capabilities to ensure accessibility of online services	• Implement an electronic records management system to allow online public access to records, thus reducing costs associated with staff time and producing public record requests • Availability of online lobbyist registration and payment as part of the existing online activity contact log form • Provide searchable online lien database comprised of building records, utility accounts, code enforcement cases, special assessments, and record liens • Destruction of records in accordance with legal mandates within the retention schedule time frame • Preservation of historical documents through a multi-pronged approach (scan per minute on-site and off-site records, destroy records that have met retention, implement daily scan and shred policy)

Strategic Priority 3: Respecting and Promoting Diverse and Sustainable community and neighborhood values with consideration of our historic roots

The Town of Davie is committed to providing superior facilities for a variety of services and recreational activities to the community. In addition, the Town continues to promote Davie's rich history and heritage of open space, environmental awareness, and community values of inclusiveness.

Goal A: Provide Diverse, Safe, and Sustainable Public Spaces	• Develop a code enforcement enhancement plan • Inventory and upgrade existing Town-wide lighting to light-emitting diode (LED) • Develop and implement approaches for increased event security • Upgrade Town fleet to environmentally friendly vehicles that produce less harmful impacts to the environment

Goal B:	
Develop a comprehensive plan that incorporates the Town's rich history and natural settings while promoting sustainability through document preservation and respect for diversity by policy/procedure implementation.	• Preservation of historical documents through a multipronged approach (scan permanent on-site and off-site records, destroy records that have met retention, implement daily scan, and shred policy) • Creation of ADA transition plan to incorporate changes to make adequate accommodations online, facilities, roads, and public rights-of-way

Strategic Priority 4: Creating an environment that is conducive to innovation, creativity, and collaboration
The Town of Davie provides a favorable working environment for all employees and stakeholders. Through departmental partnerships, employees can share ideas, create new ones, or improve an existing idea. An innovative and creative environment benefits all stakeholders, including vendors, business owners, residents, and other individuals who are in Davie to live, work, learn, and play.

Goal A:	
Leverage Technology to Improve Service Delivery	• Implement an Enterprise Asset Management (EAM) system • Prepare existing geographical information system (GIS) for expansion through data cleanup, maintenance, and addition of required data • Update property records by cleaning data and providing accessibility • Upgrade current recreation management software, and begin utilizing online registration • Enhance automation and provide new application management tools • Streamline and standardize administrative processes • Standardize and automate forms in a network repository

Strategic Priority 5: Nurturing the Health, Safety, and Welfare of the community
The Town strives to ensure a safe, stable, and nurturing environment in order to impact positively our stakeholders. The Town of Davie makes every effort to have highly trained police officers and firefighters to respond to all service calls and are prepared to mobilize resources quickly. In addition, each Town department is tasked with keeping the welfare of the community at high priority in order to build a strong, unified, vibrant, and participatory community.

Goal A:	
Foster a Sense of Safety in the Community	• Expand the School Resource Officer (SRO) Program • Update the vehicle/equipment replacement program • Develop an emergency management program • Use adaptive signal timing for high-volume streets and intersections to calm traffic
Goal B:	
Promote Liveable and Sustainable Communities	• Revise the redevelopment plan • Complete Davie Road Phase 3 roadway improvements • Develop utilities master plan, and conduct rate study
Goal C:	
Complete a Comprehensive Review of Roadways	• Review all new and revamped programs to ensure compliance • Utilize technology to ensure citizens have accessibility to report issues/ concerns to the Town • Ensure citizens have access to information on programs and services provided by the Town and other organizations throughout the community for special accommodations • Coordinate the preparation of bid specification documents for ADA Transition Plan

Action plans and Key Performance Indicators (KPIs) have been established for every department and division in the Town as the means to implement these items and measure progress over time. Due to their length, the departmental action plans have not been included in this budget document.

Goals and KPIs for each Town department and division can be found in the department sections of this budget document. Departments and divisions set goals for each KPI on an annual basis during the annual budgeting process and report outcomes quarterly on their progress. Each Goal/Outcome applicable to the department ties back to the Strategic Priorities and Goals listed above, with the specific priority and goal enumerated. For example, a department goal designed to implement Strategic Priority 1, Goal B will begin with SP1/Goal B. KPIs likewise are numbered to reflect the goals and actions they are designed to measure.

Since Fiscal Year 2021 is the third year of the five-year strategic plan period, two years' outcomes and next year's goals are currently available. Multiple years of data is provided so that progress can be measured over time. At the end of each fiscal year, the Strategic Planning Committee will prepare an annual report for the Town Council and the community to evaluate and report the progress that has been made toward the established goals.

The Strategic Plan Guides Budget Development

The 2019-2023 update of the Town's Strategic Plan was an important tool for the Town to reaffirm its core priorities and identify its short and long term goals. As such, the Plan represents a working guide for the Town Council, management, and staff to operationalize each priority and goal, and enable the allocation of resources through the budget process. The goals set for each of the five strategic priorities address infrastructure, customer service, fiscal sustainability, public safety and organizational excellence. Both the Town's annual budget and the capital program are built around these priorities and goals.

To promote implementation of the Strategic Plan and direct resources accordingly, the Town Council holds its annual Vision and Goal Setting Session at the beginning of each year's budget development process. At this workshop, the Council typically receives a presentation of the Town's current and projected fiscal condition via the five-year financial forecast as well as updates on current year Strategic Plan progress. Discussion then focuses on priorities, projects, programs and challenges, including economic, legislative and development trends. Following these discussions, the Town Council establishes the budget and other priorities for the coming budget cycle and fiscal year, and provides guidance on any initiatives for which the Town's Administration has sought direction.

Due to the timing of COVID-19, the Town Council's Vision and Goal Setting Session scheduled for March 20, 2020 was canceled. However, at its July 29, 2020 budget workshop, the Council approved four strategic and budget objectives for Fiscal Year 2021. These objectives include:

1) Fiscal stability;
2) Transformative redevelopment;
3) Embracing the technology movement; and
4) Adjusting to The New Normal – COVID-19.

In addition, the Strategic Plan focus areas previously approved by the Town Council for Fiscal Year 2019 and Fiscal Year 2020 remain in effect for Fiscal Year 2021. These focus areas provide the means through which the allocation of resources is directly tied to the Strategic Plan's goals as well as to the identifying actions to be implemented to support the Plan's priorities. The Focus areas that will be pursued for a third consecutive year in Fiscal Year 2021 include:

- Public Safety;
- Fiscal sustainability;
- Software and technology;
- Green movement initiatives;
- Enhanced external services;
- Succession Plans;
- Departmental partnerships; and
- Town-wide training opportunities.

As previously mentioned, the Town's long-range financial planning is a three-pronged approach. The first component is the Strategic Plan, which is the driver for all other planning processes. The other two components include the General Fund Five-Year Financial Forecast and the Capital Improvement Plan (CIP). Both of these planning tools take their lead from the Strategic Plan and are meant to implement all five of the Town's Strategic Priorities. Discussion of these planning processes begins on the next page of this budget document.

Long Range Planning

Five-Year Financial Forecast

The General Fund Five-Year Financial Forecast is a tool that assists the Town to determine its future risk, financial strategies, and the ability to pay for the services it provides. The purpose of the exercise is to conservatively quantify the Town's financial outlook, so it can plan accordingly, focus on long term solutions, and prepare to meet any challenges identified. The forecast is an essential tool for implementing the strategic priorities of the Town's Strategic Plan, particularly the priority focused on promoting a sustainable community.

The forecast is a combination of conservative estimates based on a large number of variables and assumptions for the different revenue sources and expenditure categories. Some variables may be known, such as payroll raises provided to union employees under a collective bargaining agreement in a given year. Other variables are unknown, such as the change in the Town's property tax base or sales tax revenues. These unknown variables require assumptions to be made for each of the five years of the projection.

5-Year Forecast: Methodology

- Develop an understanding of available funding.
- Identify future commitments and resource demands.
- Identify the key variables that cause changes in the level of revenue and expenditures
- Assess the likelihood that services can be sustained.

Assumptions made to produce this forecast are based on existing Town contracts, historical trends, economic trends, and in some cases, indexes or projections produced by Federal, State and private agencies. The indexes and projections that may be used for the forecast include:

- Florida Office of Economic & Demographic Research (EDR), Revenue Estimating Conference, various intergovernmental revenue, fuel and Consumer Price Index (CPI) projections;
- An average of CPI projections from various sources, such as the Federal Reserve, the Office of Management and Budget, the Congressional Budget Office, the Wall Street Journal Economic Survey, the Survey of Professional Forecasters, and the Blue-Chip Consensus Forecast; and
- U.S. Energy Information Administration, Annual Energy Outlook.

The General Fund Five-Year Financial Forecast for Fiscal Years 2021-2025 was completed in February 2020. As such, COVID-19 was not yet a factor in local government operations. The forecast, therefore, does not incorporate projections for the revenue or expenditure impacts of COVID-19. Below are some of the main assumptions in the FY 2021-2025 forecast.

<u>Revenues</u>

- Ad Valorem tax revenues - Millage rate maintained at 5.6270 for all years. Taxable value projected to increase 4.0% in FY 2021, 4.1% in FY 2022, 1.8% in FY 2023, 1.6% in FY 2024, and 1.3% in FY 2025. Percentages incorporate separate projections for real property, personal property, and new construction each year.

- Half Cent Sales Tax - Projected to grow at 97% of the percentages estimated for these revenues by FL EDR for all years: 3.1% FY 2021; 2.9% FY 2022; 3.1% FY 2023; 3.2% FY 2024; and 3.3% FY 2025.

- State Revenue Sharing - Projected to grow at 98% of the percentages estimated for these revenues by FL EDR for all years: 3.1% FY 2021; 2.9% FY 2022; 3.1% FY 2023; 3.2% FY 2024; and 3.3% FY 2025.

- Communications Services Tax revenues - Estimated to decrease or increase at 97% of the percentages projected by FL EDR: -0.9% FY 2021; -0.4% FY 2022; -0.3% FY 2023; 0.4% FY 2024; and 0.4% FY 2025.

- Local Option Fuel Taxes - Estimated to increase by the percentages projected by FL EDR: 1.0% FY 2021; 0.6% FY 2022; 0.6% FY 2023; 0.4% FY 2024; and 0.4% FY 2025.

- Fire Assessment - Assessment rates unchanged for all years. New construction impacts estimated for FY 2021 (1.5% increase), then a $10,000 (0.1%) increase per year.

- Electric Utility Taxes and Franchise Fees - Individual FY 2021 estimates based on trend, new construction, and projected Florida Power and Light May 2020 rate increase. Nominal growth thereafter for utility taxes, while franchise fees are projected to grow at Florida EDR projected CPI rates FY 2022 - FY 2025.

    - Utility Taxes - 1.0% FY 2021; 1.0% FY 2022; 1.0% FY 2023; 1.0% FY 2024; and 1.0% FY 2025.
    - Franchise Fees - (1.5%) FY 2021; 2.4% FY 2022; 2.5% FY 2023; 2.5% FY 2024; and 2.5% FY 2025.

- Business Tax Receipts – 4.8% revenue increase projected for FY 2021 based on trend ($1.1 million revenue estimate), then nominal 1% growth annually thereafter.

- The following revenues have individual projections for FY 2021 based on trends and other factors, and then are projected to grow at national or Florida CPI rates:

    - Court fines;
    - Fire inspections;
    - Solid waste service commercial franchise fees;
    - Enterprise fund contributions;
    - Natural gas franchise fees; and
    - Interest, dividends, and other earnings.

- Charges for Services revenue for the police and fire services contracts with the Town of Southwest Ranches - 4.5% increase annually through FY 2022 per current contract; est. 7.5% increase new contract FY 2023; and 4.5% increase FY 2024 and FY 2025.

- Building Permits - $4.0 million estimated revenue in FY 2021 per pipeline. Development/construction decline FY 2022 to FY 2025: -10% FY 2022; -11% FY 2023; -6.4% FY 2024; -6.7% FY 2025.

- Revenue of the Parks, Recreation and Cultural Arts Department - Various participant fees, facility rentals and other fees projected to increase or decrease per trend or known factors for FY 2021 (combined -3.9%). Thereafter, projected to grow at 2.2% FY 2022; 2.3% FY 2023; 2.3% FY 2024; and 2.2% FY 2025.

- Recycling sales and residential recycling/disposal avoidance payments - No revenue is projected, $519,000 decrease due to expiration of current solid waste contract in December 2020 and nationwide recycling difficulties/trends.

- General Fund Reserves - Tree preservation reserves at $200,000 per year. Building Reserves and Engineering Reserves projected to be needed each year toward operating expenditures: $1.7 million FY 2021; $2.6 million FY 2022; $3.3 million FY 2023; $3.9 million FY 2024; and $4.5 million FY 2025.

<u>Expenditures</u>

- Personnel Services
    - Number of employees projected to remain flat over the five-year period.
    - Wages - Salary increases for all non-represented and union employees are projected for each year. Increases are per adopted collective bargaining agreement, if applicable. Increases range from 2.5% to 7.6%, including cost of living adjustments (COLA) and merit based step increases when applicable.
    - Retirement Benefits - Pension costs projected based on FY 2020 contribution rates for all three plans per actuarial reports, then a 1% contribution rate increase per year thereafter. Calculated against pensionable salary and other wages, combined pension cost increases are projected at 7.6% FY 2021; 4.7% FY 2022; 4.8% FY 2023; 4.5% FY 2024; 4.4% FY 2025.
    - Employee health, dental, life, and disability insurance benefits - 6% increase per year per Human Resources.
    - Workers' Compensation- Rates unchanged. Cost increases projected at same percentages as salaries.

- Operating expenditures
  - Utility Services - Electric, water and natural gas utilities are projected to grow at Florida CPI rates every year.
  - Fuel - Projected to increase at pump price per gallon rates estimated by the USDOE US Energy Outlook: 0.1% FY 2021; 0.0% FY 2022; -0.4% FY 2023; -1.3% FY 2024; 1.1% FY 2025.
  - IT Internal Charges - 14% increase per year per trend for higher IT personnel, equipment, and maintenance costs.
  - Communications services - 10% increase FY 2021 due to contractual changes, then 5% increase annually per historical trend.
  - Insurance premiums and deductibles - 8% increase FY 2021 for new Fire Station 86 addition, then 5% increase per year per insurance broker projections.
  - Contractual and professional services - Projected to grow with Florida CPI. Building Division contractual plan review and inspections decline 55% FY 2021 - FY 2025.
  - Training and Education - 1% increase annually per historical trend.
  - Office Supplies, Uniforms - Projected to grow with FL CPI.
  - Fire Department operating supplies - 10% increase per year per historical trend.
  - Public Works operating supplies, tools and materials - 4% increase FY 2021 per American City/County index, then increase per CPI.
  - Roads, facility and landscaping maintenance - approximate $150,000 increase per year per trend.

- Debt Service - Projections based on the actual debt service schedule for outstanding issuances.

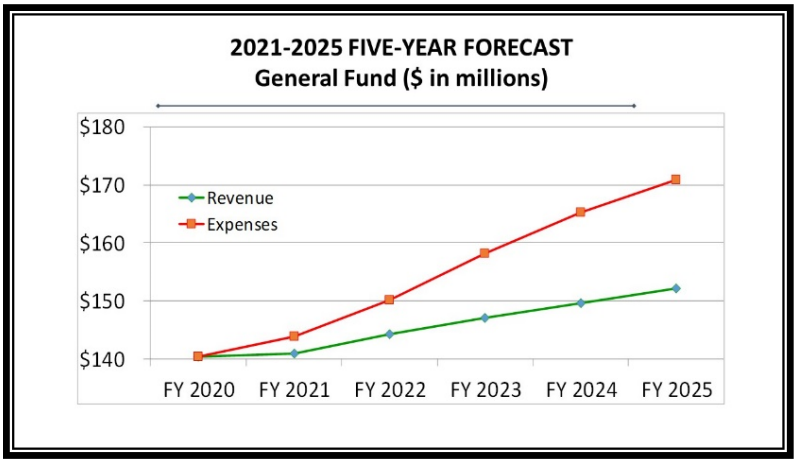
- Capital Outlay - Projected to grow with national CPI.

- Tax Increment Financing (TIF) payment to Community Redevelopment Agency - Increase based on development projects pipeline: 12.4% FY 2021; 12.4% FY 2022; 3.1% FY 2023; 3.8% FY 2024; and 2.0% FY 2025.

- Special projects/considerations budgeted:
  - Council Redistricting Study, $20,000 FY 2021;
  - Debt service anticipated for construction of new Town Hall, $2.2 million per year;
  - Replenish General Fund Emergency Reserves used for Hurricane Matthew and Hurricane Irma, $1,000,000 per year FY 2021 - FY 2023; and
  - Capital Improvement Plan (CIP) funding, $2.1 million each year
    - $600,000 for fire apparatus funded by Fire Assessment revenues; and
    - $1.5 million for CIP projects, including $500,000 for stormwater system improvements.

Forecast Summary

The data on the following pages summarizes the General Fund Five-Year Financial Forecast for Fiscal Years 2021-2025. The forecast projects a structural budget issue developing in which expenditure increases outpace revenue growth beginning in FY 2021 and increase each year thereafter. Since the forecast was completed in February 2020, impacts from COVID-19 were not foreseen at the time and are not included in the model.



A $2.9 million deficit is estimated for Fiscal Year 2021 under the forecast model's assumptions. Tax rates, user fee rates, staffing, programs and most services are maintained at Fiscal Year 2020 levels in the model. New spending on priorities identified by the Town Council and through the Strategic Plan also are included. The largest of these factors is a $2.2 million expenditure projection for debt service on bonds to be issued by the end of 2020 to fund the construction of a new Town Hall.

Significant ad valorem tax revenue growth is projected for FY 2021 and FY 2022 based on new construction and the strong housing market. Ad valorem revenue is conservatively estimated to grow by $2.2 million for FY 2021 and by over $2.3 million for FY 2022 if the current millage rate is maintained. New construction is the driving factor for revenue growth of various utility taxes and franchise fee revenues as well.

2021-2025 FIVE-YEAR FORECAST
General Fund ($ in millions)

	2020 (Budget Original)	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
Revenues	$140.4	$140.9	$144.3	$147.1	$149.6	$152.1
Expenditures	$140.4	$143.8	$150.1	$158.1	$165.3	$170.9
Surplus / (Deficit)	$0.00	$(2.9)	($5.8)	($11.1)	($15.7)	($18.8)

The forecast model does not incorporate assumptions for an economic recession over the five-year period. Such an occurrence would drive down various revenues, and possibly property values/taxes. The forecast, however, does assume that development activities will begin to slow in Fiscal Year 2022 and decrease each year through FY 2025. This expected decline in new construction is reflected in both lower fee revenues that support some departmental operations as well as in projections for limited growth in ad valorem property taxes, utility taxes, and various franchise fees in outlying years. Operating expenditures of the development services divisions were accordingly reduced in the forecast model, but staffing service levels are unchanged. These divisions are projected to run operating deficits during each year of the forecast, and reserve appropriations are incorporated in the forecast's revenues.

Revenue projections for sales taxes, fuel taxes and State-shared revenues all generally follow State of Florida forecasts for these revenues for each year. Aside from the reserves previously mentioned, no one-time revenue sources are incorporated in the revenue projection; however, the expiration of the solid waste service franchise agreement at the end of 2021 has an immediate impact on the projected budget deficit as related administrative and recycling revenues will decline over $520,000 in FY 2021.

Personnel costs are the most significant factor driving expenditure growth. Employee salary and benefit costs are projected to increase over $25 million (26%) during the forecast's five-year period. Salary increases estimated for collective bargaining agreements play the largest role in this expansion.

Expenditure projections include estimates not only for the Town's standard personnel, operating and capital costs, but also Town Council's initiatives for improved stormwater management ($500,000 additional per year added for maintenance began in FY 2020 is continued for all five years of the forecast), replenishment of General Fund emergency reserves used for Hurricane Matthew and Hurricane Irma ($1 million per year through Fiscal Year 2023), and funding for capital improvements, including the replacement of aged fire apparatus ($1.5 million per year for capital projects plus $600,000 for new fire apparatus). The forecast does not project estimated impacts from the Public Safety Master Plan being conducted during 2020, since information gathering for the plan is ongoing.

General Fund Five-Year Year Outlook

- Expenses will outpace the rate of revenue growth
- Development anticipated to slow down
- Pension Unfunded Liabilities
- Master Plan for Police and Fire has unknown results
- $2.1 million planned for capital improvement projects
- $2.2 million estimated for new Town Hall debt service
- $1 million to replenish General Fund reserves used for Hurricane Irma

By Fiscal Year 2025, General Fund expenditures are expected to exceed available revenue by nearly $19 million if the forecast's assumptions occur.

Strategic Planning and the General Fund Five-Year Forecast

The General Fund Five-Year Financial Forecast is an important component of the Town's Strategic Planning process. Its short and long-term focus provides information vital to the Town's pursuit of its five Strategic Priorities, and annually establishes the financial context for the allocation of resources toward the Strategic Plan's goals and action items.

Due to COVID-19, the Five-Year Forecast did not play its usual role in the annual budget development process during 2020 (FY 2021 Budget development). In most years, the forecast is disseminated, presented, and discussed at the Town Council's Vision and Goal Setting Session, the Community Forum, the management retreat, and three employee budget sessions. During these events, the Five-Year Forecast is used to inform the Town Council, staff and the public of the projected available resources as well as to indicate future financial challenges to fund operations, infrastructure needs, and new commitments. Collaboration and input from all levels is sought during these events for long term planning, prioritization, and funding allocations.

The Town's annual management retreat was held on March 10, 2020 and the Five-Year Forecast was presented and discussed by Town staff in preparation for drafting of their FY 2021 budget and capital improvement requests. Due to COVID-19, however, the Town Council's Vision and Goal Setting session scheduled for March 20, 2020, three employee budget sessions scheduled for early April, and the Community Forum scheduled for May 12, 2020 were all canceled.

During its July 29, 2020 budget workshop (held virtually), the Town Council approved the budget priorities listed below for FY 2021.

<u>Fiscal Year 2021 Strategic and Budget Priorities</u>
Fiscal Stability
Transformative Redevelopment
Embracing the Technology Movement
Adjusting to The New Normal - COVID-19

This is the fourth consecutive year that the Town Council has set the first three as the Town's budget priorities. Doing so reflects their dedication to long term financial planning and implementing the Strategic Priorities of the Strategic Plan. "Adjusting to the New Normal - COVID-19" is a new budget priority for FY 2021. By setting this priority, the Town's government recognizes that it must actively work to maintain the health and safety of the community and to maintain government operations during the pandemic. Some examples of how these Budget Priorities and the financial concerns raised in the Financial Forecast have been addressed and/or incorporated in the proposed FY 2021 Budget are described below.

Fiscal Stability

- The operating millage rate is maintained at the same 5.6270 mils assessed last year but will generate nearly $3.4 million in additional revenue.
- $1 million from the General Fund operating budget is allocated for the replenishment of emergency reserves that were used for hurricane response/recovery in 2016 and 2017. This funds the third year of a five-year reimbursement plan.
- Fire Protection Assessment rates are maintained at the prior year rates, providing $650,000 toward the capital replacement of an aged fire ladder truck and eliminating the need to use General Fund reserves or operating funds for the purchase.
- No unassigned General Fund reserves are appropriated for operating expenditures or capital projects (though funds allocated for a capital project in a prior year are reallocated to a new project).

Transformative Redevelopment

- The Community Redevelopment Agency Fund allocates nearly $7.8 million for capital projects in the redevelopment district, including $2.8 million for Davie Road Downtown Improvements. An additional $751,000 is appropriated for redevelopment grants and incentives.
- Nearly $1.5 million is provided from the General Fund operating budget for Capital Improvement Projects, including $250,000 for stormwater infrastructure improvements. An additional $200,000 is appropriated from Engineering Reserves held within the General Fund for roadway improvements.
- Stormwater management is also prioritized in the General Fund budget with an appropriation of over $568,000 for planning, maintenance and a Stormwater Coordinator position.
- Over $1.7 million of Community Development Block Grant Funding is approved for capital improvements in low and moderate income target areas.

Embracing the Technology Movement

- The operating budget of the Information Technology Department will increase by $380,000 and includes funding for five projects to enhance security, cloud-based services, and staff technology usage.

- Approximately $250,000 of police impact fees will be utilized for technology improvements at the Police Department and acquisition of license plate recognition equipment.
- Budgets of the Police Department, Fire Rescue Department, Building Division, Engineering Division, Public Works, Parks and Recreation, Budget and Finance, and Town Clerk's Office all include funding for new technology aimed at enhancing operational efficiencies, improving public access to data and services, or improving public services and customer satisfaction.

Adjusting to the New Normal - COVID-19

- $300,000 is budgeted in the General Fund for COVID-related supplies and equipment, such as disinfecting supplies for Town facilities and personal protective equipment (PPE) for employees.
- Nearly $800,000 in Federal CARES Act funding is budgeted for emergency food distribution and emergency rent and mortgage assistance programs.
- Laptops are budgeted to be purchased for all Building Division inspectors to enhance field and telecommuting capacity at a cost of over $55,500.
- $73,800 is budgeted for code compliance activities to enforce Broward County COVID-19 orders related to business re-openings and ongoing operations.
- Webex video conferencing is budgeted for four departments to be able to host virtual internal and external meetings at a cost of over $8,000.
- In its FY 2021 computer replacement program, the Information Technology Department will look to replace desktop computers with laptops as much as possible to enhance employee telecommuting capacity.

Summary financial data from the Five-Year Financial Forecast is displayed on the next two pages of this budget document. The next General Fund Five-Year Forecast will be completed in January/February 2021. That forecast will focus on Fiscal Year 2022 - Fiscal Year 2026.

GENERAL FUND FIVE-YEAR FINANCIAL FORECAST FY 2021-2025
Revenue and Expenditure Projections by Category

REVENUES

	FY 2020 BUDGET	FY 2021 PROJECTION	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	5 Yr Δ	
Taxes - Ad Valorem	57,842,114	59,888,763	62,223,451	63,268,782	64,275,697	65,093,895	12.5%	$7,251,781
Taxes - Local Option	1,856,000	1,875,098	1,886,910	1,898,374	1,906,238	1,913,716	3.1%	$57,716
Taxes - Utility Services	9,136,000	9,227,360	9,319,634	9,412,830	9,506,958	9,602,028	5.1%	$466,028
Taxes - Other General Taxes	3,940,000	3,966,127	3,965,792	3,967,816	3,990,022	4,012,109	1.8%	$72,109
Permits, Fees, Spec. Asmts	30,255,495	29,777,753	29,338,139	29,041,736	28,886,663	28,837,493	-4.7%	-$1,418,002
Intergovernmentals	12,338,127	12,048,248	12,390,010	12,764,433	13,161,025	13,581,170	10.1%	$1,243,043
Charges for Services	15,297,110	15,750,998	15,769,635	16,403,976	16,839,844	17,310,404	13.2%	$2,013,294
Judgments, Fines, Forf	1,113,400	1,415,423	1,424,775	1,434,303	1,443,912	1,453,600	30.6%	$340,200
Miscellaneous	3,570,913	2,509,227	2,578,062	2,636,284	2,691,639	2,746,993	-23.1%	-$823,920
Other Revenues	5,074,745	4,473,757	5,418,632	6,227,979	6,878,225	7,547,045	48.7%	$2,472,300
TOTAL REVENUES	**140,423,904**	**140,932,755**	**144,315,039**	**147,056,513**	**149,580,224**	**152,098,454**	**8.3%**	**$11,674,550**
% Change	-2.5%	0.4%	2.4%	1.9%	1.7%	1.7%		

EXPENDITURES

	FY 2020 BUDGET	FY 2021 PROJECTION	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	5 Yr Δ	
Personal Services	$97,012,124	$102,254,368	$106,601,816	$112,712,164	$117,726,168	$122,047,669	25.8%	$25,035,545
Operating	$29,453,323	$29,331,109	$30,913,852	$32,644,036	$34,576,801	$36,729,781	24.7%	$7,276,458
Capital Outlay	$2,186,942	$1,635,549	$1,697,404	$1,762,138	$1,829,289	$1,899,403	-13.1%	-$287,539
Grants & Aids	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	0.0%	$0
Debt Service	$3,653,673	$4,839,411	$4,843,479	$4,831,265	$4,843,118	$4,843,452	32.6%	$1,189,779
Other Uses	$8,092,842	$5,729,517	$6,054,713	$6,145,858	$6,260,209	$5,322,775	-100.0%	-$2,770,067
TOTAL EXPENDITURES	**$140,423,904**	**$143,814,953**	**$150,136,264**	**$158,120,460**	**$165,260,585**	**$170,868,080**	**21.7%**	**$30,444,176**
% Change	5.2%	2.4%	4.4%	5.3%	4.5%	3.4%		

PROJECTED SURPLUS (SHORTFALL)	**$0**	**($2,882,199)**	**($5,821,225)**	**($11,063,947)**	**($15,680,361)**	**($18,769,626)**

GENERAL FUND FIVE-YEAR FINANCIAL FORECAST FY 2021-2025
Revenue and Expenditure Projections by Department

REVENUES

	FY 2020 BUDGET	FY 2021 PROJECTION	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	5 Yr	Δ
General Operating	$103,347,780	$104,094,751	$108,109,181	$110,731,733	$113,194,400	$115,511,937	11.8%	$12,164,157
Administration	$927,467	$951,703	$972,687	$994,764	$1,016,739	$1,038,467	12.0%	$111,000
Town Attorney	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	0.0%	$0
Law Enforcement	$8,199,417	$8,255,101	$8,043,331	$8,335,442	$8,527,393	$8,745,098	6.7%	$545,681
Fire Rescue	$19,312,822	$19,549,884	$19,675,711	$19,940,907	$20,147,766	$20,368,097	5.5%	$1,055,275
Building	$4,330,000	$4,330,000	$3,882,000	$3,457,900	$3,234,011	$3,031,600	-30.0%	-$1,298,400
Engineering	$1,796,500	$1,261,450	$1,139,755	$1,008,820	$907,979	$807,789	-55.0%	-$988,711
Planning & Zoning	$398,630	$397,086	$359,583	$411,251	$333,188	$333,646	-16.3%	-$64,984
Public Works	$252,188	$286,158	$291,147	$296,468	$301,793	$307,116	21.8%	$54,928
Parks & Recreation	$1,354,100	$1,301,722	$1,330,563	$1,361,746	$1,393,034	$1,424,311	5.2%	$70,211
Special Events	$0	$0	$0	$0	$0	$0		$0
Human Resources	$0	$0	$0	$0	$0	$0		$0
Risk Management	$50,000	$46,000	$47,113	$48,300	$49,489	$50,676	1.4%	$676
Budget & Finance	$75,000	$69,000	$70,670	$72,451	$74,233	$76,015	1.4%	$1,015
Town Clerk	$330,000	$339,900	$343,299	$346,732	$350,199	$353,701	7.2%	$23,701
Community Services	$0	$0	$0	$0	$0	$0	0.0%	$0
TOTAL REVENUES	**$140,423,904**	**$140,932,755**	**$144,315,039**	**$147,056,513**	**$149,580,224**	**$152,098,454**	**8.3%**	**$11,674,550**
% Change	-2.5%	0.4%	2.4%	1.9%	1.7%	1.7%		

EXPENDITURES

	FY 2020 BUDGET	FY 2021 PROJECTION	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	5 Yr	Δ
Administration	$3,357,492	$3,495,671	$3,624,708	$3,761,357	$3,904,354	$4,052,364	20.7%	$694,872
Town Attorney	$571,395	$618,603	$652,677	$681,322	$711,082	$742,267	29.9%	$170,872
Law Enforcement	$53,884,348	$56,498,360	$58,885,829	$62,384,353	$65,741,915	$68,440,784	27.0%	$14,556,436
Fire Rescue	$38,015,963	$38,987,158	$40,819,785	$43,262,202	$45,214,914	$47,241,132	24.3%	$9,225,169
Building	$5,211,462	$5,456,451	$5,669,648	$5,769,874	$5,937,468	$6,141,360	17.8%	$929,898
Engineering	$1,715,157	$1,858,567	$1,958,836	$2,047,103	$2,139,153	$2,235,636	30.3%	$520,479
Planning & Zoning	$1,510,232	$1,625,022	$1,715,288	$1,794,745	$1,877,862	$1,965,517	30.1%	$455,285
Public Works	$10,650,849	$11,390,891	$11,963,742	$12,488,874	$13,028,432	$13,591,575	27.6%	$2,940,726
Parks & Recreation	$5,410,858	$5,804,931	$6,087,965	$6,346,099	$6,610,488	$6,893,863	27.4%	$1,483,005
Human Resources	$1,079,592	$1,130,927	$1,190,557	$1,243,716	$1,299,325	$1,357,990	25.8%	$278,398
Risk Management	$1,674,981	$1,794,246	$1,875,277	$1,966,658	$2,055,101	$2,147,875	28.2%	$472,894
Budget & Finance	$2,785,165	$3,060,146	$3,246,592	$3,409,577	$3,581,091	$3,762,797	35.1%	$977,632
Town Clerk	$759,824	$860,075	$854,628	$894,181	$935,616	$979,323	28.9%	$219,499
Community Services	$383,071	$416,680	$442,781	$467,034	$492,709	$520,093	35.8%	$137,022
Debt Service	$3,653,673	$4,839,411	$4,843,479	$4,831,265	$4,843,118	$4,843,452	32.6%	$1,189,779
Non-Departmental	$9,759,842	$5,977,814	$6,304,472	$6,772,100	$6,887,957	$5,952,051	-39.0%	-$3,807,791
TOTAL EXPENDITURES	**$140,423,904**	**$143,814,953**	**$150,136,264**	**$158,120,460**	**$165,260,585**	**$170,868,080**	**21.7%**	**$30,444,176**
% Change	5.2%	2.4%	4.4%	5.3%	4.5%	3.4%		
PROJECTED SURPLUS (SHORTFALL)	**$0**	**($2,882,199)**	**($5,821,225)**	**($11,063,947)**	**($15,680,361)**	**($18,769,626)**		

Long Range Planning

Capital Improvement Program

Overview

Capital expenditures include money spent to acquire, construct, or upgrade the Town of Davie's physical assets, such as buildings, infrastructure, machinery, equipment, and land. Capital expenditures and projects exceeding $10,000 and having an expected life of five years or more are generally budgeted in the Town of Davie's Capital Improvement Program (CIP).

The CIP is a ten-year plan that identifies and prioritizes the Town's major capital projects and expenditures on an annual basis. The program aims to impact Davie's residents, businesses, and visitors through the provision of infrastructure that promotes health, safety, transportation, recreation and other services. All projects and expenditures in the plan directly implement one or more of the strategic priorities contained in the Town of Davie Strategic Plan.

The Town of Davie's CIP serves to:

- Identify, plan, build and maintain capital infrastructure in a fiscally sound manner;
- Coordinate department resources and equipment;
- Effectively communicate the description, justification and costs of projects to stakeholders;
- Identify funding sources and ongoing budget impacts of projects;
- Complete projects on schedule and within budget;
- Provide for an annual update to the CIP schedule;
- Allow for program adjustments due to changing priorities;
- Allow sufficient time to identify project financing and implementation measures; and
- Further the Town's Strategic Priorities as adopted in the Strategic Plan.

The Ten-Year Capital Improvement Program for Fiscal Years 2021-2030 plans for seventy capital projects over the ten year period and estimates that nearly $181 million in funding will be needed. Forty-one projects totaling just over $8.6 million are programmed and funded for implementation during Fiscal Year 2021. This CIP reflects the Town's long-term commitment to roads, stormwater management, water and sewer infrastructure, parks, public safety, and other public infrastructure.

Capital Planning

Capital improvement planning is a year-round endeavor. Recurring projects for the scheduled refurbishment, repair, and replacement of existing Town assets are planned and prioritized. Projects are identified through various means, such as needs analysis, professional studies, everyday operations of the Town, community outreach, strategic planning, and Town Council feedback and direction.

PD Command Vehicle

The annual process to develop and adopt a new 10-Year CIP kicks off each year in tandem with the annual budget development process. Following completion and dissemination of the 5-Year Financial Forecast, the holding of at least one community forum, and the Town Council Vision and Goal Setting Session, Department Directors submit plans and cost estimates for needed capital improvements.

Project proposals submitted must meet the capital improvement criteria stated earlier for consideration. Funding sources for each project must be identified, and departments are required to identify the ongoing operating budget impacts of their projects. Each project must also further at least one priority of the Town's adopted Strategic Priorities from the Strategic Plan to be considered.

Capital projects submitted by the departments are collated, evaluated, and prioritized and then combined to form the Ten-Year CIP. Per the Town's Charter, the CIP must be submitted to the Town Council for consideration by August 15 for the ensuing fiscal year, and is adopted by resolution thereafter. The first year of the adopted CIP is considered the Capital Program, or Capital Budget, and gets incorporated into the annual budget of the various funds as necessary to appropriate funding for the projects. The adopted CIP may be revised during the fiscal year via resolution to add, modify, and terminate projects as necessary. Development, monitoring and tracking of the CIP is the responsibility of the Town's Administration Department.

Fiscal Years 2021-2030 Capital Improvement Program

The Ten-Year Capital Improvement Program for Fiscal Years 2021-2030 has been submitted for Town Council approval at the September 3, 2020 Council meeting. The proposed Fiscal Year 2021 Budget assumes approval of the CIP as submitted.

The CIP includes forty-one projects totaling just over $8.6 million programmed as the Fiscal Year 2021 Capital Budget or Program. Thirty-one of those projects (76%) are considered recurring projects and total nearly $6.3 million for Fiscal Year 2021.

The Town's annual budget incorporates the CIP only if the project's funding arises from a budgeted fund. Funds included in the annual budget that provide funding support for CIP projects in Fiscal Year 2021 include the General Fund, Police Impact Fees Fund, Water & Sewer Fund, and the Vehicle Maintenance Fund. Projects supported by these funds are based in those funds and appear in the annual budget, except for projects funded by the General Fund.

Projects funded by the General Fund are not budgeted as capital projects directly in the annual budget. Instead, the approved total dollar amount for these projects is budgeted as an interfund transfer from the General Fund to the Capital Projects Fund. These projects are then implemented through the Capital Projects Fund, a fund not incorporated in the annual budget. This methodology applies to projects funded by General Fund operating dollars and General Fund Reserves, as well as Engineering Reserves, Building Division Reserves, and Tree Preservation Reserves, which are all part of the General Fund.

Thirty-seven of the forty-one projects in the Fiscal Year 2021 Capital Program (90%) are funded through the Town's annual budget. Seventeen projects are funded by various General Fund revenues, and are incorporated in the annual budget only as a transfer of funding to the Capital Projects Fund. Twenty-one projects, totaling $6 million, are directly included in the FY 2021 Annual Budget. These twenty-one projects are included in the "Capital Outlay" expenditures category and comprise 16% of all capital expenditures budgeted for Fiscal Year 2021.

The table below lists the forty-one projects included in the Fiscal Year 2021 Capital Program by funding source and indicates the level to which the associated funding arises from and is incorporated into the Town's Fiscal Year 2021 Annual Budget. Seven projects are listed more than once due to having multiple funding sources.

FY 2021 Capital Program

Funding Source	Capital Project	FY 2021 Budget	Funded by Annual Budget	Project in Annual Budget
Capital Projects Fund Reserves	Bamford Sports Field Renovations	$200,000		
	Robbins Lodge Reroof	$195,000		
	Sports Field Lighting Upgrades	$300,000		
	Waterford Park Hockey Rink Repurpose	$200,000		
Engineering Reserves	Bridge Repairs	$125,000	✓	
	Traffic Calming Devices	$75,000	✓	
General Fund Operating	Asphalt Trail Replacement	$100,000	✓	
	Automated External Defibrillators (AED)	$15,000	✓	
	Ballistic Vests and Equipment	$12,500	✓	

Funding Source	Capital Project	FY 2021 Budget	Funded by Annual Budget	Project in Annual Budget
General Fund Operating (cont'd)	Cardiac Monitors & Equipment	$42,000	✓	
	Emergency UHF Radio System	$20,000	✓	
	Fire Hose and Equipment	$30,000	✓	
	Fire Station Renovations	$99,500	✓	
	Fitness Center Equipment	$10,000	✓	
	Medical Power Operated Stretchers	$20,000	✓	
	Police Department Security Improvements	$100,000	✓	
	Sidewalk Replacement	$100,000	✓	
	Special Operations All Terrain Vehicles	$25,000	✓	
	Stormwater Master Plan Improvements	$250,000	✓	
General Fund Operating (Fire Assessment)	Fire Ladder Truck	$650,000	✓	
General Fund Operating (Reallocated from Prior Year Project)	AC Replacement	$70,000	✓	
Police Impact Fees	Community Room Technology Improvement	$150,000	✓	✓
	License Plate Recognition Equipment	$125,000	✓	✓
Utilities Capital Replacement Account	Collection System Rehab	$448,000	✓	✓
	Lift Station Pumps and Motors	$100,000	✓	✓
	Lift Station Rehab	$250,000	✓	✓
	Lift Station SCADA Upgrades & Repairs	$25,000	✓	✓
	System II & IV Pumps & Motors	$150,000	✓	✓
	System IV MBR Replacement	$90,000	✓	✓
	System IV UV (Lamp/Sleeve) Replacement	$50,000	✓	✓
	System V Reverse Osmosis Membrane Replacement	$90,000	✓	✓
	Utility Equipment & Machinery	$50,000	✓	✓
	Utility IT Infrastructure Repairs & Upgrades	$10,000	✓	✓
	Water Main Rehab	$448,000	✓	✓
	Water Meter Replacement and AMI Upgrade	$85,000	✓	✓
	WTP (Sys III & V) Upgrades and Improvements	$60,000	✓	✓
	WTP Chemical Feed Systems	$80,000	✓	✓
	WTP Systems III & V Pumps & Motors	$150,000	✓	✓
	WWTP (II & IV) Chemical Feed Systems	$50,000	✓	✓
	WWTP (II & IV) Upgrades and Improvements	$60,000	✓	✓
Utilities Contribution Charges	Collection System Rehab	$1,052,000	✓	✓
	Lift Station Pumps and Motors	$75,000	✓	✓
	Reclaimed Water Mains/Distribution System	$400,000	✓	✓
	Utility Equipment & Machinery	$250,000	✓	✓
	Utility IT Infrastructure Repairs & Upgrades	$12,500	✓	✓
	Water Main Rehab	$1,052,000	✓	✓
	WTP Chemical Feed Systems	$40,000	✓	✓
Vehicle Maintenance Reserves	Fire Ladder Truck	$650,000	✓	✓
	Total FY 2021 Capital Budget	**$8,641,500**		

Funding Sources

The success of the Ten-Year CIP depends on the balancing of the physical plan with a financial plan. Projects may be financed through regular operating funds such as the General Fund or Water & Sewer Fund, but traditionally have been funded using reserves or bond financing. With limited funding available, projects are prioritized and scheduled as funding allows.

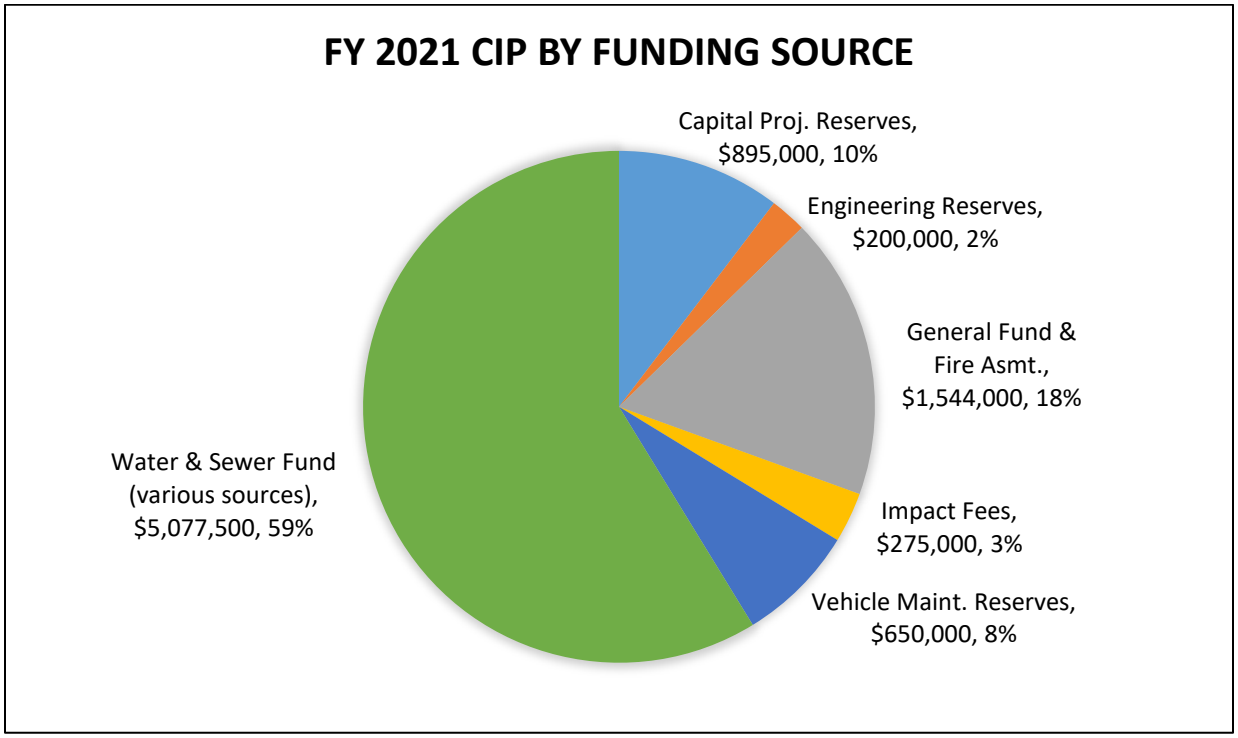
Over the past six years, the Town has prioritized its need to identify an ongoing funding source for capital projects. This need was particularly apparent during and after the "Great Recession" when projects were delayed indefinitely due to reduced reserves and lack of current funding. In Fiscal Years 2016 and 2017, the Town worked toward addressing this priority when it contributed .1 mil of operating millage rate revenues to capital projects. In Fiscal Year 2018, the Town instead approved a .2421 increase to the operating millage rate with a two-year plan to directly provide $2 million each year for capital projects. Thirty-four projects were thereby funded in Fiscal Year 2018 and Fiscal Year 2019, and twenty-three projects totaling over $2.3 million were funded in Fiscal Year 2020.

By maintaining the same millage rate for Fiscal Year 2021, the General Fund operating budget will provide $824,000 for thirteen CIP projects in the Fiscal Year 2021 Capital Program. One additional project totaling $70,000 will be funded by the reallocation of General Fund operating dollars from a prior year project that was canceled. For the third consecutive year, the annual Fire Protection Assessment will provide funding toward the purchase of a new fire apparatus. Engineering Reserves also will fund two additional projects.

In total, thirty-seven capital projects programmed for Fiscal Year 2021 are funded through appropriations made in the Town's annual budget (see previous table). The Fiscal Year 2021 Budget appropriates over $7.7 million for these projects. Projects financed by various reserves held in the Capital Project Funds are not incorporated in the annual budget, since those funds are not budgeted through the annual budget. Projects funded by the General Fund are incorporated into the annual budget only as an interfund transfer of the approved funding to the Capital Projects Fund.

The largest funding source for capital improvement projects remains the various reserves (net assets) of the Water and Sewer Fund. The Fiscal Year 2021 Capital Program includes eighteen such projects totaling $5 million. The General Fund is the second largest funding source for Fiscal Year 2021 and will provide $1.5 million.

The following chart summarizes the various funding sources utilized by the Town of Davie for the forty-one projects in the Fiscal Year 2021 Capital Program.



Recurring and Nonrecurring Capital Projects

Projects in the Ten-Year Capital Improvement Program are categorized as recurring or nonrecurring projects. Recurring projects are generally of a routine nature and are included in each year's CIP, although the budget amount may vary from year to year depending on need and funding availability. Nonrecurring capital projects are usually one-time or stand alone purchases or improvements that are not repeated in the near future. Examples of recurring projects are sidewalk and asphalt trail replacement in different areas of the Town to eliminate trip hazards, increase pedestrian safety, and complete ADA improvements. An example of a nonrecurring project is the repurposing of the Waterford Park Hockey Rink.

Recurring projects included in the CIP total $6.3 million for Fiscal Year 2021, or 73% of the Fiscal Year 2021 Capital Program. This compares to $7.3 million (56%) in Fiscal Year 2020 and $9.8 million (73%) in Fiscal Year 2019. Over the entire ten-year FY 2021-2030 CIP, recurring projects total nearly $172 million, or 95%, of the $181 million CIP total. This significant number of recurring projects largely reflects the Utilities Department's concerted effort to plan, schedule and budget for the rehabilitation, refurbishment and replacement of its equipment and infrastructure. In Fiscal Year 2021, there are 18 recurring capital projects funded by the Water & Sewer Fund totaling just over $5 million, and $42.4 million over the projected ten-year period.

The table on the next page outlines the Town's recurring CIP projects as programmed for the next five years.

Fire Station 86 and Shenandoah Community Center

Recurring CIP Projects FY 2021 - FY 2025

Projects	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Capital Projects Fund (General Fund financing)						
Asphalt Trail Replacement	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Automated External Defibrillators (AED)	$15,000	$35,000	$10,000	$10,000	$20,000	$90,000
Ballistic Vests and Equipment	$12,500	$12,500	$12,500	$25,000	$25,000	$87,500
Bridge Repairs	$125,000	$160,000	$285,000	$160,000	$0	$730,000
Cardiac Compression Devices & Equipment	$0	$70,000	$35,000	$35,000	$35,000	$175,000
Cardiac Monitors & Equipment	$42,000	$42,000	$42,000	$44,000	$88,000	$258,000
Emergency UHF Radio System	$20,000	$0	$0	$0	$20,000	$40,000
EMS Ambulance	$0	$335,000	$335,000	$335,000	$335,000	$1,340,000
Fire Hose & Equipment	$30,000	$20,000	$20,000	$20,000	$20,000	$110,000
Fire Station Renovation	$99,500	$88,000	$60,000	$60,000	$48,000	$355,500
Medical Power Operated Stretchers	$20,000	$64,000	$45,000	$45,000	$45,000	$219,000
Police Department Building Renovations	$0	$85,000	$40,000	$40,000	$40,000	$205,000
Road Resurfacing	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$4,000,000
Sidewalk Replacement	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
Sports Field Lighting Upgrades	$300,000	$300,000	$300,000	$300,000	$300,000	$1,500,000
Stormwater Master Plan Improvements	$250,000	$2,000,000	$500,000	$500,000	$500,000	$3,750,000
Traffic Calming Devices	$75,000	$75,000	$75,000	$75,000	$75,000	$375,000
Subtotal - Capital Projects Fund	**$1,189,000**	**$4,486,500**	**$2,959,500**	**$2,849,000**	**$2,751,000**	**$14,235,000**
Water & Sewer Fund						
Collection System Rehab	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$7,500,000
Lift Station Pumps and Motors	$175,000	$200,000	$200,000	$200,000	$200,000	$975,000
Lift Station Rehab	$250,000	$475,000	$475,000	$475,000	$475,000	$2,150,000
Lift Station SCADA Upgrades & Repairs	$25,000	$100,000	$50,000	$100,000	$50,000	$325,000
Reclaimed Water Mains/Distribution System	$400,000	$400,000	$300,000	$300,000	$300,000	$1,700,000
System II & IV Pumps & Motors	$150,000	$250,000	$250,000	$250,000	$250,000	$1,150,000
System IV MBR Replacement	$90,000	$100,000	$100,000	$100,000	$100,000	$490,000
System IV UV (Lamp/Sleeve) Replacement	$50,000	$100,000	$50,000	$100,000	$50,000	$350,000
System V Reverse Osmosis Membrane Replacement	$90,000	$100,000	$100,000	$100,000	$100,000	$490,000
Utility Equipment & Machinery	$300,000	$75,000	$75,000	$75,000	$75,000	$600,000
Utility IT Infrastructure Repairs & Upgrades	$22,500	$25,000	$25,000	$25,000	$25,000	$122,500
Water Main Rehab	$1,500,000	$300,000	$300,000	$300,000	$300,000	$2,700,000
Water Meter Replacement and AMI Upgrade	$85,000	$200,000	$200,000	$200,000	$200,000	$885,000
WTP (Sys III & V) Upgrades and Improvements	$60,000	$200,000	$100,000	$200,000	$100,000	$660,000
WTP Chemical Feed Systems	$120,000	$120,000	$120,000	$120,000	$120,000	$600,000
WTP Systems III & V Pumps & Motors	$150,000	$250,000	$250,000	$250,000	$250,000	$1,150,000
WWTP (II & IV) Chemical Feed Systems	$50,000	$50,000	$100,000	$50,000	$100,000	$350,000
WWTP (II & IV) Upgrades and Improvements	$60,000	$250,000	$100,000	$250,000	$100,000	$760,000
Subtotal - Water & Sewer Fund	**$5,077,500**	**$4,695,000**	**$4,295,000**	**$4,595,000**	**$4,295,000**	**$22,957,500**
Total	**$6,266,500**	**$7,691,500**	**$5,844,500**	**$6,034,000**	**$5,636,000**	**$31,472,500**

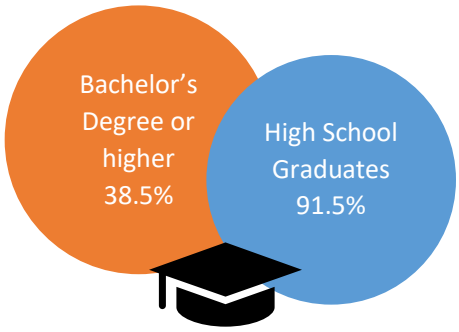
Davie at a Glance

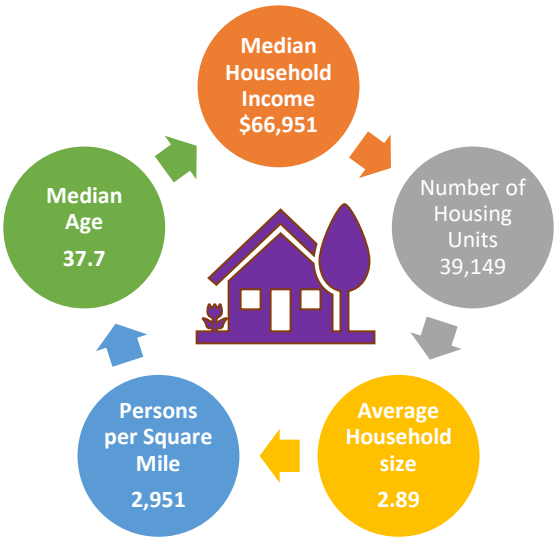
- *Established 1925*
- *Incorporated 1961*
- *Land Area in Miles: 35.59*
- *Five-member Town Council - An at-large Mayor and four Councilmembers elected by districts*
- *Town Administrator appointed by the Town Council*

Demographics

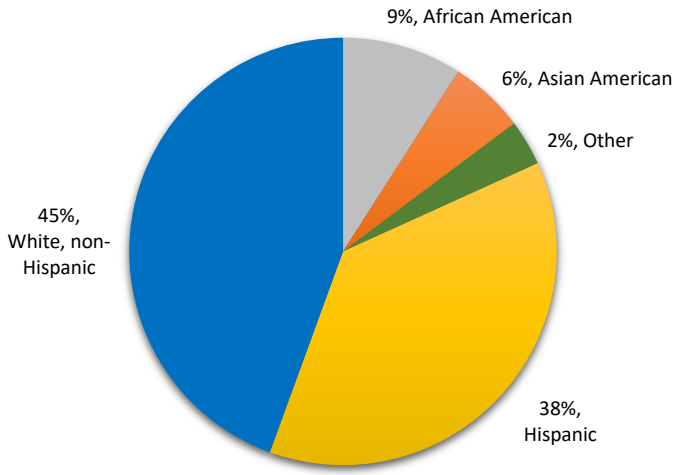
Population

1980	20,515
1990	47,143
2000	75,720
2010	91,992
2020	105,054





Population Composition



Davie at a Glance

Economics

Proposed Property Tax Millage Rate	
Operating Millage	5.6270
Voter Approved Debt	.2566
Total	5.8836

Proposed Assessments	
Fire Assessment	$206.00
Solid Waste Assessment	$330.49

Town of Davie Bond Ratings	
Moody's Investors Services	A1
Standard and Poors	AA
Fitch Rating Services	A-/AA-

Principal Property Taxpayers	Rank
SCG Atlas Palm Tracing Landings	1
PPF AMLI 5971 Toscana Drive	2
BP Avenue LLC	3
33 West Owner LLC	4
GSG Residential Sunforest LLC	5

Principal Employers	# Employees
Nova Southeastern University	4,833
Broward College	2,022
Rick Case Automotive Group	899
Publix Supermarket	870
Town of Davie	825
Teva Pharmaceuticals	545

Educational Facilities

Public Schools (K-12)	
Elementary	7
Middle	2
High School	3
Student Enrollment	16,052

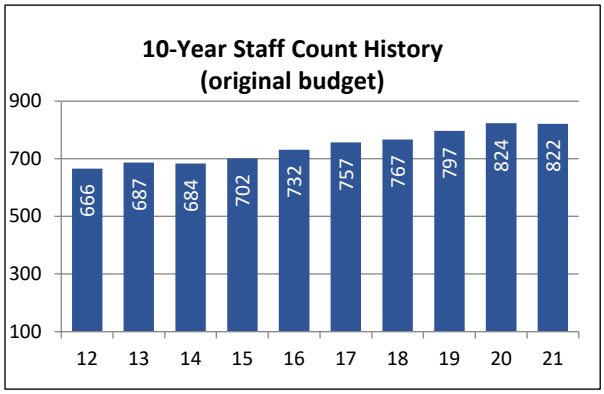
Private Schools (K-12)	23

Higher Education Institutions (Accredited)	8

Barry University
Broward College
Broward County Fire Academy
Broward County Police Academy
Florida Atlantic University
McFatter Technical College
Nova Southeastern University
University of Florida

Davie at a Glance

Town Staff



10-Year Staff Count History
(Original Budget)

2012	666
2013	687
2014	684
2015	702
2016	732
2017	757
2018	767
2019	797
2020	824
2021	822

Town Staff	
Full-Time	729
Part-Time	64
Part-Time Seasonal	24
Mayor & Town Council	5
Total Budgeted Positions	822

Public Safety

Police	
Sworn Full-Time Police Officers	208
School Resource Officers (SRO)	11
Contract SROs	3
Campus Police Officers	5
Reserve Police Officers	10
Number of Calls	77,801
Arrests	1,185
Citations	6,215

Fire Rescue	
Firefighters (Certified)	173
Number of Calls	14,101
Fire Inspections	6,300
Fire Stations	6
Fires – Est. Value Saved (Structures/Vehicles)	$27,729,500

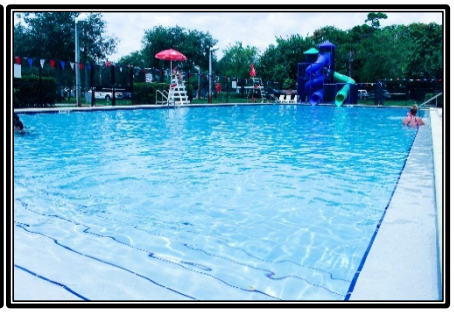
Development Services

Building Permits	6,110
Engineering Permits	174
Permit Reviews for Zoning Compliance	2,794

Building Inspections	29,069
Engineering Inspections	2,509
Active Businesses	4,500

Davie at a Glance

Parks, Recreation & Cultural Arts



Number of Parks	
Town – Developed Parks	31
Town – Undeveloped Parks	2
Parks Facilities	14
County Parks	3

Park Acreage	
Town	765
County	680

Participant Attendance	
Recreation	300,000
Multipurpose Open Gym	1,500
Sports Program	825
Aquatics & Fitness Program	66,387
Arena & Special Events	48,028

Facility Rentals	
Athletic Field	763
Meeting Room	922
Rodeo Arena Rental Days	71

Public Works

Public Property & Facilities Maintenance:	
Roadways Miles Maintained	219
Paved Recreation Trails Miles Maintained	122
Equestrian Trails Miles Maintained	65
Parks & Open Space Maintained	33
Parks Facilities Maintained	14
Trees Maintained (approximately)	13,320
Structures Maintained (243,392 s/f)	371
Drainage Structures Maintained	3,595
Street Lamps	5,838
Sports Lights	1,180
Irrigation Pumps	65

Utility District

Size in square miles (approx.)	12
Miles of Water Lines	169
Miles Gravity Sewer Mains	69
Miles Force Main Piping	40
Miles of Reuse Piping	3
Fire Hydrants	1,630
Manholes	1,735
Lift Stations	58

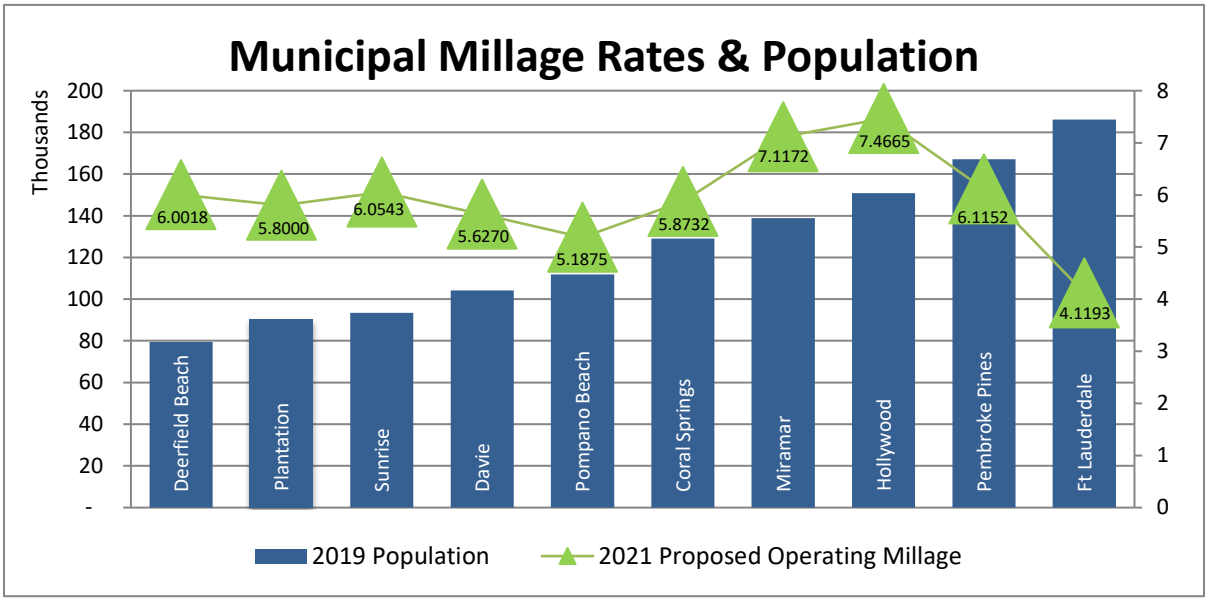
Treatment Capacity:	
Water	10.0 MGD
Wastewater	8.35 MGD

Average Flow:	
Water	4.022 MGD
Wastewater	3.76 MGD
Number of Accounts	10,044
Est. Population Served	35,154

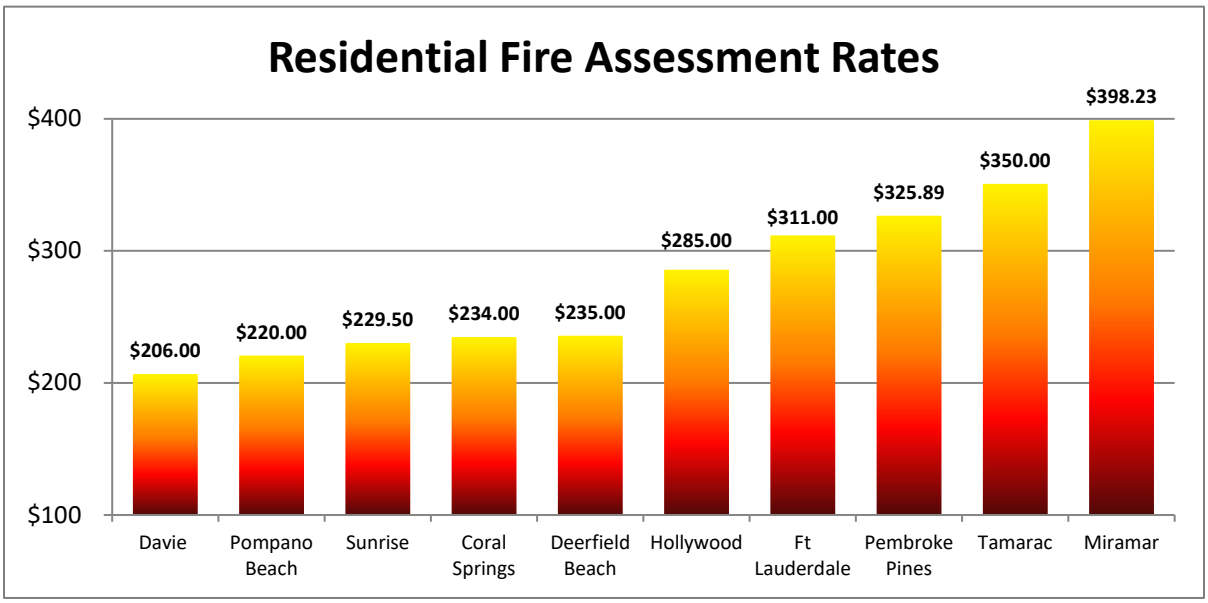
MGD = Million Gallons per Day

How Does Davie Compare?

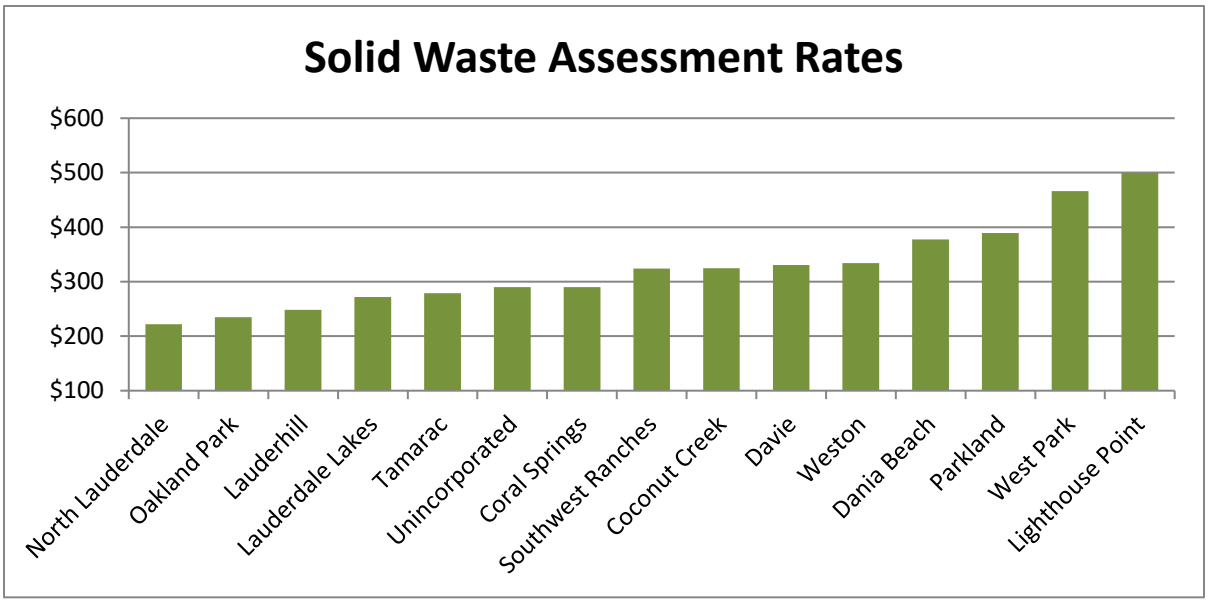
Property Taxes – The Town of Davie has one of the lowest operating millage rates in Broward County. Of the thirty-one municipalities in the County, nine have proposed a lower tax rate than Davie for FY 2021. The chart below compares the FY 2021 proposed operating millage rates of ten Broward County municipalities in relation to their population, including those with a similar population to Davie and the largest municipalities in the County.



Fire Assessment – Davie's residential fire assessment rate is also one of the lowest in Broward County. Of the twenty-seven municipalities with this assessment, five propose a lower rate than Davie for FY 2021. The lowest proposed fire assessment rate in the County is $129.85 per year, while the highest is $629.14 per year. The chart below compares Davie's proposed FY 2021 Fire Assessment with similar Broward County municipalities.



Solid Waste Assessment – Not all municipalities in Broward County implement an annual solid waste assessment for garbage collection and disposal. Some municipalities bill property owners directly. Davie's proposed FY 2021 Solid Waste Assessment of $330.49 is comparable to the proposed rates of the fourteen other governmental entities with such an assessment, as seen in the chart below.



Taxable Value – The Florida Department of Revenue defines the taxable value of a property as the assessed value minus exemptions. The taxable value is used to calculate the taxes due by the property owner to the taxing authority. These taxes are known as ad valorem taxes and are a major source of revenue for municipalities. The Town of Davie's taxable value has increased by 29% since 2016. The chart below shows the ten municipalities in Broward County with the highest taxable value in 2020 and their five year history.

Municipality	2016	2017	2018	2019	2020
Fort Lauderdale	$31,134,808,098	$33,831,910,534	$36,476,192,981	$39,146,442,006	$41,210,707,575
Hollywood	$13,289,092,660	$15,244,209,131	$16,496,699,391	$17,432,915,720	$18,514,618,295
Pompano Beach	$11,119,957,885	$12,087,825,751	$12,952,568,456	$13,659,649,028	$14,489,080,522
Pembroke Pines	$10,982,728,841	$11,870,659,580	$12,646,869,823	$13,532,176,654	$14,300,177,757
Coral Springs	$9,057,650,131	$9,692,486,879	$10,282,362,140	$10,755,584,476	$11,254,828,557
Miramar	$8,637,795,676	$9,272,088,581	$9,847,867,135	$10,320,547,001	$10,872,653,425
Davie	**$8,385,020,801**	**$9,082,123,325**	**$9,669,050,525**	**$10,297,374,227**	**$10,825,769,549**
Plantation	$8,245,940,038	$8,829,971,762	$9,325,907,388	$9,775,400,180	$10,163,009,933
Weston	$7,887,169,473	$8,357,884,441	$8,592,671,809	$8,921,430,142	$9,231,257,552
Sunrise	$6,213,716,676	$6,859,286,967	$7,388,439,137	$7,789,046,891	$8,229,356,890

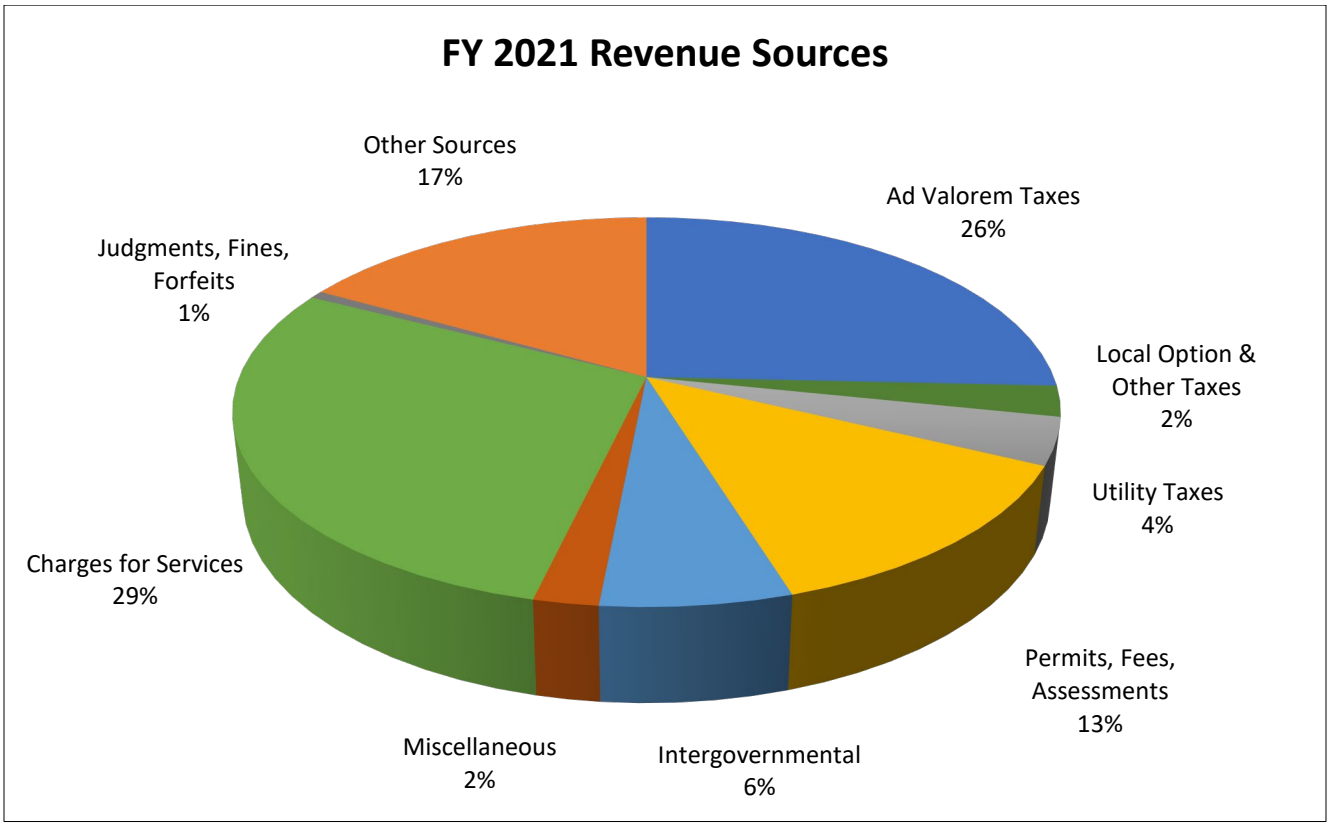
Taxable Value as reported by the Broward County Property Appraiser *July 1st Taxable Value Report* for each year

Where does the money come from?

The Town's revenues come from a variety of sources. The largest revenue category for Fiscal Year 2021 is Charges for Services. Approximately 38% of the revenues in this category are customer payments for water and sewer services. The Town's contract with the Town of Southwest Ranches for police and fire rescue services is also a significant revenue source in this category and comprises about 9% of the total.

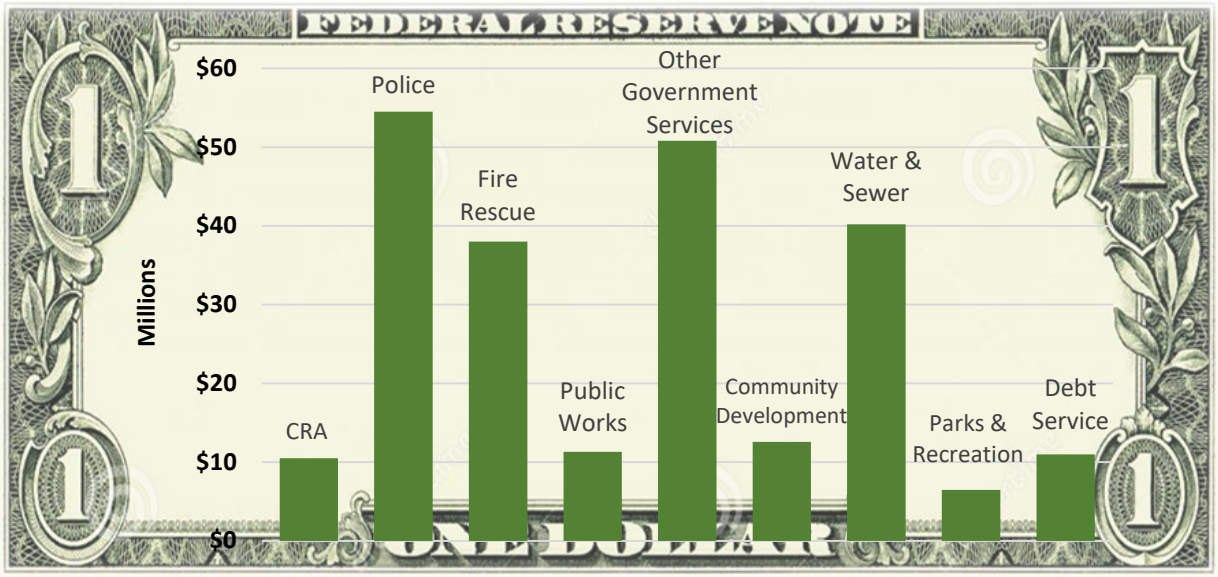
Ad Valorem Taxes is the second largest revenue source Town-wide in Fiscal Year 2021 and is the largest source of revenue for the General Fund. Ad Valorem Taxes are commonly known as property taxes. Overall, various taxes comprise approximately 32% of the Town's budgeted revenues.

The third largest revenue category is Other Sources. This category is mostly comprised of transfer of money between funds and the use of various Town reserves to fund capital improvements.



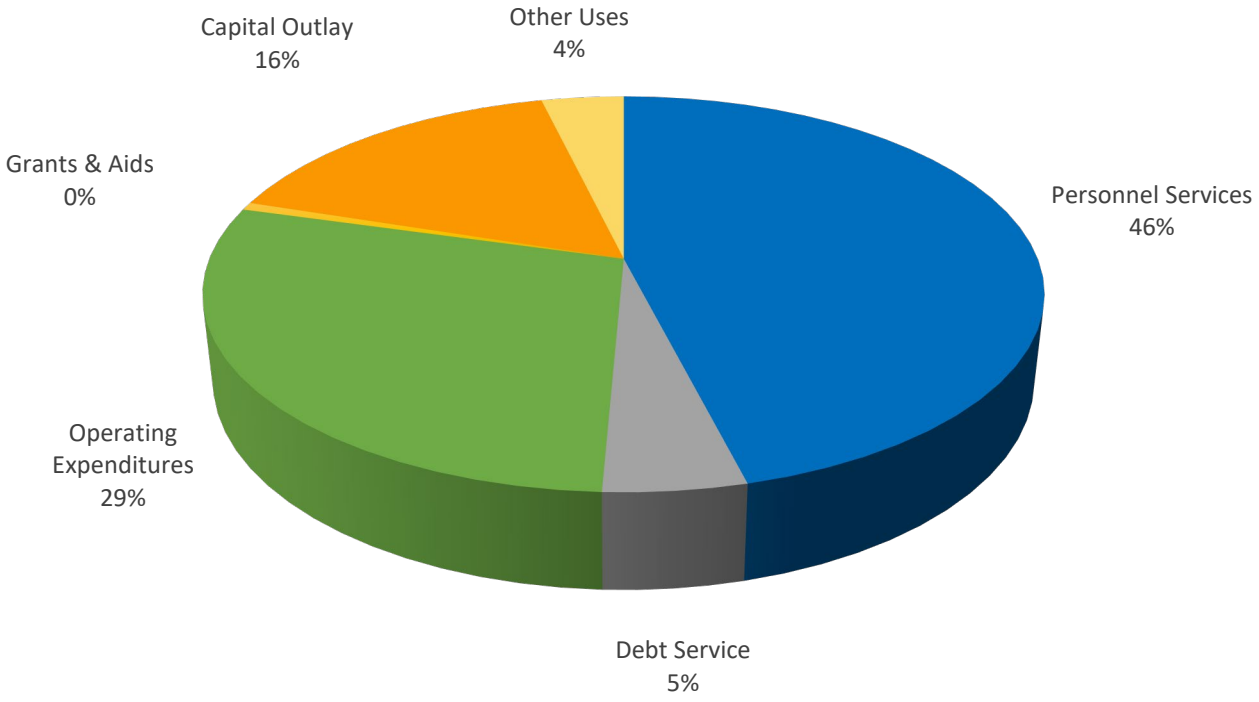
And where does it go?

Where does the money go?



More funding goes toward police services than any other use, approximately 23% of the total budget for Fiscal Year 2021. The provision of water & sewer utility services (17%) and fire rescue services (16%) are the next largest individual users of the budget.

Personnel costs for employee salaries and benefits is the Town's largest expense.



Brief History

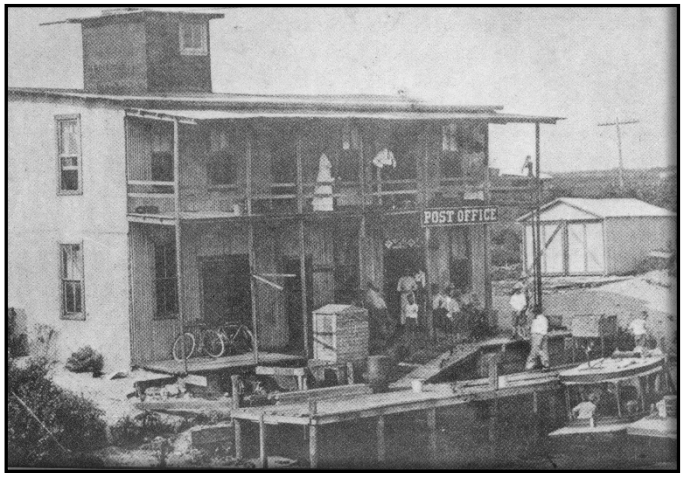
Archaeological records of human settlement in Davie date to 1000 BCE when the ancient Tequesta Indians lived on a string of islands in the Everglades west of what is today Fort Lauderdale, Florida. In the 19th Century, these island hammocks became some of the first permanent settlement sites of the Seminole Indians. U.S. military expeditions of the islands in 1841 documented three villages, dancing grounds, crops and "an immense number of fleas, cockroaches and mosquitoes."

Lawrence Hotel - the oldest building still standing in Davie. Located on Griffin Road west of Davie Road

In 1905, Florida Governor Napoleon Broward called for a giant "land reclamation project" that would aggressively drain portions of the Everglades and reclaim that land for agriculture. In 1906, Robert Parsell (R.P.) Davie, a Colorado developer, bought about 27,000 acres from the State. Other developers did likewise. Construction of irrigation and drainage canals was begun and smaller parcels of land began to be sold to persons all over the country who responded to R.P. Davie's ads for the "First Improved Town in the Everglades."

Permanent settlers began to arrive in the area around 1909 from Michigan, Kentucky, Illinois and the Panama Canal Zone. At that time, the area could still only be accessed by boat on the New River from Fort Lauderdale. A rock road would not be built until 1917. Finding the frontier terrain and its problems similar to the canal zone, the pioneers named the swampy area Zona. Around 1910, R.P. Davie and the Everglades Sugar & Land Company built a school in Zona. In 1916, the people of the town renamed the town "Davie" after him in recognition of the school and other services. In 1918, the school was replaced by a two-story permanent structure named Davie School. This school is now recognized as the first permanent school in the Everglades and is listed on the National Register of Historic Places.

In 1925, the Town of Davie was officially incorporated, but was subsequently dissolved as a municipal corporation by the State of Florida when local residents failed to adopt the necessary taxing powers. The hurricane of 1926 caused massive flooding and destroyed much of the area, but by 1928 the settlers again had homes, productive farms, a school, a church, and a general store including a dock and ice house. Irrigation and drainage canals had improved the terrain, and though there were a few roads connecting Davie to neighboring areas, mail and supplies came in weekly by boat. Most farms cultivated tomatoes, cucumber, broccoli or oranges that were shipped north.

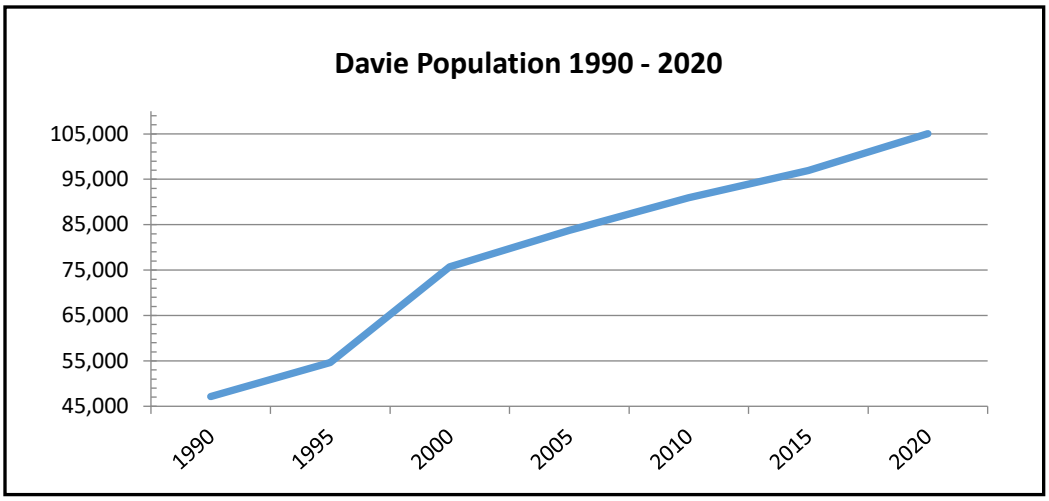


Dock Trading Post, School, Post Office, Ice House – One Stop Shopping

Throughout the next three decades, Davie continued to develop mainly as an agricultural community known for its orange groves, vegetables, cattle farms, sod farms, horses and rodeo. Flood control infrastructure established by the Army Corps of Engineers after the hurricane of 1947 provided stability and greater prosperity. During the Second World War, Davie was home to the Navy's flight training base located at Forman Field. Broward Community College later opened on the site in 1963.

The Town of Davie was reincorporated in 1961, and largely remained an agricultural community until the late 1980s when greater residential development

began west of the traditional downtown. Large unincorporated areas were incorporated into the Town and the local universities expanded. From 1980 to 2000, the Town grew from approximately 20,500 residents to nearly 76,000. Today, the Town is a vibrant and diverse community of over 105,000 residents living across 36 square miles. Davie, reportedly, is the largest "town" in Florida and the third largest "town" in the United States.



Davie is proud to house the South Florida Education Center (SFEC) - the largest higher education center in the State. Home to Nova Southeastern University (NSU) and satellites of five other universities or colleges, much expansion has occurred on these campuses during the past fifteen years, particularly on the NSU and Florida Atlantic University campuses. Other college and university facilities at the SFEC include Broward College, the University of Florida, Florida International University, and McFatter Technical College. The Broward County police and fire academies also are located within the SFEC. In addition, the NSU campus is home to one of Broward County's many libraries. Growth on these campuses over the past ten years has spurred significant residential and commercial redevelopment of the areas surrounding the SFEC. This area, known as the Regional Activity Center, is noted as the economic engine of the Town. It is estimated that 60,000 students, faculty and employees visit Davie's higher education facilities each day. A hospital is now under construction on the NSU campus, which has stimulated additional economic development in the area.

In urban South Florida, Davie today is known for its open space and lush landscape, higher education opportunities, rodeo arena, and beautiful residential communities. Its rapid growth in the 1990s and early 2000s has been accompanied by a tremendous effort to provide for land preservation. Davie implemented the State's first open space program and has acquired a considerable number of parks, trails, and open space areas. The Town currently has 33 parks and 3 County parks totaling around 1,445 park acres and more than 220 miles of public and privately owned trails. Between 2000 and 2008, joint land preservation efforts by Davie, Broward County and the State of Florida preserved 269 acres of conservation land, green space and/or open space in the Town. An additional 56 acres were preserved through the County's purchase of property development rights.

Town Government

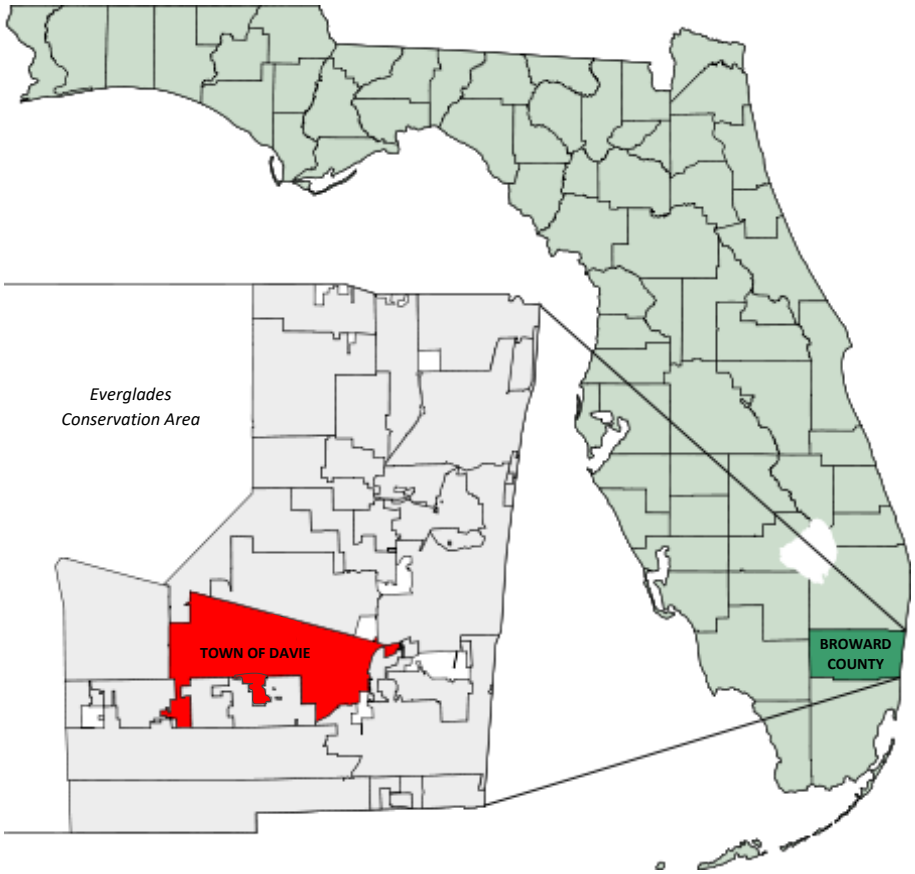
Under Florida law, the Town of Davie is considered a Municipal Corporation, and the Town exists as a Council-Administrator form of municipal government. The Mayor is elected by all registered voters of the Town, while four Council members are elected only by the registered voters of a specific district. Each elected official serves a four-year term of office. The Mayor serves as chairperson of public meetings and executes certain documents authorized by charter, ordinance, or resolution. Per the Town's Charter, the Town Council appoints the Town Administrator and the Town Attorney. All other personnel responsibilities reside with the Town Administrator.

Location

The Town of Davie is centrally located in Broward County, Florida, southwest of Fort Lauderdale. Davie is approximately five miles from the Atlantic Ocean, five miles from the Florida Everglades Conservation Areas, and approximately sixteen miles from both Miami and Palm Beach County. The Town's municipal neighbors to the north include Plantation and Sunrise. Adjacent to the south is Cooper City, Southwest Ranches, Hollywood, Pembroke Pines and the Seminole Tribe of Florida. The City of Weston lies along the Town's western limits. Unincorporated Broward County, Fort Lauderdale and Dania Beach adjoin the east side of the Town.

The Town of Davie comprises approximately 36 square miles and is considered part of the greater Fort Lauderdale area. Port Everglades and the Fort-Lauderdale/Hollywood International Airport are just minutes away, and interstate and toll highways that traverse the Town easily connect the community to both Fort Lauderdale and the greater Miami area.

STATE OF FLORIDA



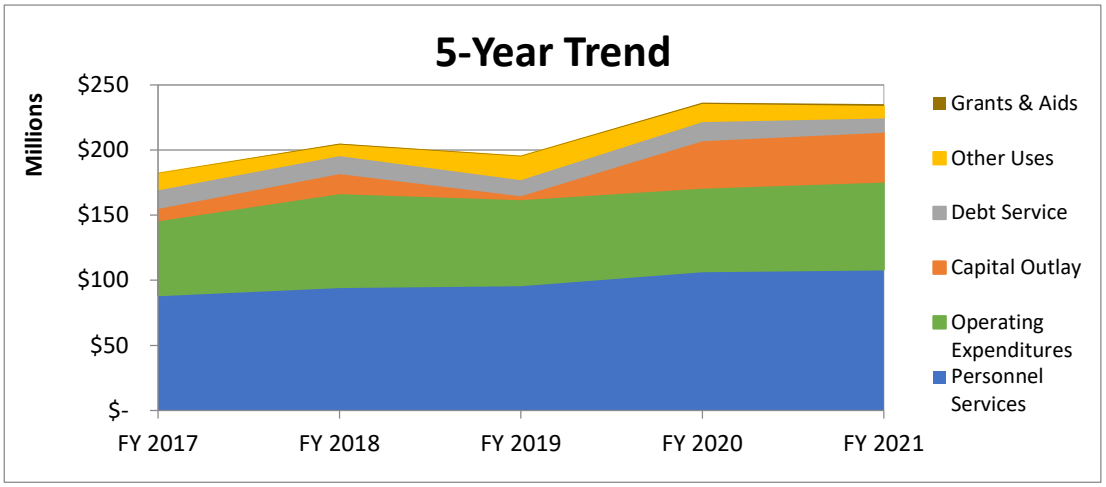
BUDGET SUMMARY - ALL FUNDS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Total	+/- Prior Yr
REVENUES / SOURCES						
Ad Valorem Taxes	$50,905,694	$55,494,923	$57,842,114	$60,514,780	26%	5%
Local Option Taxes	1,817,584	1,842,833	1,856,000	2,381,804	1%	28%
Utility Services Taxes	8,932,428	9,192,054	9,136,000	9,180,000	4%	0%
Other General Taxes	4,314,907	4,204,112	3,940,000	3,609,000	1%	-8%
Permits, Fees, Special Assessments	32,823,237	38,434,641	30,756,495	30,718,414	13%	0%
Intergovernmental	17,453,375	16,553,425	18,032,397	14,859,383	6%	-18%
Charges for Services	64,576,540	66,633,358	65,632,599	67,913,873	29%	3%
Judgments, Fines & Forfeits	1,374,230	2,068,139	1,113,400	1,473,400	1%	32%
Miscellaneous	5,721,595	10,647,481	6,396,413	5,072,256	2%	-21%
Other Sources	4,508,673	5,288,715	41,685,408	39,600,853	17%	-5%
TOTAL REVENUES	**$192,428,265**	**$210,359,682**	**$236,390,826**	**$235,323,763**	**100%**	**-0.5%**

EXPENDITURES BY FUNCTION						
General Government	$23,408,509	$23,061,275	$32,315,269	$30,000,139	13%	-7%
Public Safety	93,580,910	86,442,980	97,748,761	97,972,645	42%	0%
Physical Environment	32,371,115	33,431,786	51,830,178	50,410,110	21%	-3%
Transportation	9,397,816	9,474,437	13,189,299	14,209,575	6%	8%
Economic Environment	15,958,909	4,608,839	11,175,836	14,325,731	6%	28%
Human Services	16,089,398	16,158,598	16,950,837	17,269,133	7%	2%
Culture/Recreation	6,024,494	5,085,821	6,752,150	6,404,040	3%	-5%
Other Uses	8,027,224	17,425,144	6,428,496	4,732,390	2%	-26%
TOTAL EXPENDITURES	**$204,858,376**	**$195,688,879**	**$236,390,826**	**$235,323,763**	**100%**	**-0.5%**

BUDGET SUMMARY - ALL FUNDS
CONSOLIDATED BUDGET FIVE YEAR TREND

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- Prior Yr	+/- 5 Yr
REVENUES								
Ad Valorem Taxes	$45,810,589	$50,905,694	$55,494,923	$57,842,114	$60,514,780	26%	5%	32%
Local Option Taxes	1,792,539	1,817,584	1,842,833	1,856,000	2,381,804	1%	28%	33%
Utility Services Taxes	8,630,327	8,932,428	9,192,054	9,136,000	9,180,000	4%	0%	6%
Other General Taxes	4,801,569	4,314,907	4,204,112	3,940,000	3,609,000	1%	-8%	-25%
Permits, Fees, Spec. Asmts.	32,483,296	32,823,237	38,434,641	30,756,495	30,718,414	13%	0%	-5%
Intergovernmental	15,668,210	17,453,375	16,553,425	18,032,397	14,859,383	6%	-18%	-5%
Charges for Services	58,421,514	64,576,540	66,633,358	65,632,599	67,913,873	29%	3%	16%
Judgments, Fines, Forfeits	1,198,420	1,374,230	2,068,139	1,113,400	1,473,400	1%	32%	23%
Miscellaneous	5,780,367	5,721,595	10,647,481	6,396,413	5,072,256	2%	-21%	-12%
Other Sources	6,526,729	4,508,673	5,288,715	41,685,408	39,600,853	17%	-5%	507%
TOTAL REVENUES	**$181,113,561**	**$192,428,265**	**$210,359,682**	**$236,390,826**	**$235,323,763**	**100%**	**-0.5%**	**30%**
EXPENDITURES								
Personnel Services	$88,456,212	$94,777,953	$96,210,642	$106,906,658	$108,317,074	46%	1%	22%
Operating Expenditures	57,541,851	72,059,653	65,959,365	64,270,317	67,447,405	29%	5%	17%
Capital Outlay	9,510,764	15,559,608	3,050,859	36,252,376	38,287,284	16%	6%	303%
Debt Service	14,264,800	13,695,193	12,455,985	14,701,682	10,971,039	5%	-25%	-23%
Grants & Aids	198,397	738,746	586,884	826,047	1,470,992	0%	78%	641%
Other Uses	12,319,177	8,027,224	17,425,144	13,433,746	8,829,969	4%	-34%	-28%
TOTAL EXPENDITURES	**$182,291,200**	**$204,858,376**	**$195,688,879**	**$236,390,826**	**$235,323,763**	**100%**	**-0.5%**	**29%**



BUDGET SUMMARY - ALL FUNDS
CONSOLIDATED BUDGET BY FUND TYPE

	Est. Millage Per $1000	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	FY 2021 Budget
REVENUES						
Taxes:						
Ad Valorem Taxes	**5.6270**	$57,875,775	$ -	$ -	$ -	$ 57,875,775
Ad Valorem Taxes (Voted Debt)	**0.2566**	2,639,005	-	-	-	2,639,005
Local Option Taxes		2,381,804	-	-	-	2,381,804
Utility Service Taxes		9,180,000	-	-	-	9,180,000
Other General Taxes		3,609,000	-	-	-	3,609,000
Permits, Fees, Special Assessments		30,433,414	270,000	15,000	-	30,718,414
Intergovernmental		8,501,312	6,295,671	-	62,400	14,859,383
Charges for Services		15,567,203	-	26,603,230	25,743,440	67,913,873
Judgments, Fines, Forfeits		1,473,400	-	-	-	1,473,400
Miscellaneous		2,291,756	10,500	150,000	2,620,000	5,072,256
Other Sources		2,601,200	-	-	-	2,601,200
TOTAL SOURCES		**$136,553,869**	**$ 6,576,171**	**$ 26,768,230**	**$ 28,425,840**	**$ 198,324,110**
Transfers In		75,000	2,908,390	-	80,000	3,063,390
Fund Balances/Reserves/Net Assets		1,567,069	8,375,223	20,034,567	3,959,404	33,936,263
TOTAL REVENUES, TRANSFERS & BALANCES		**$ 138,195,938**	**$ 17,859,784**	**$ 46,802,797**	**$ 32,465,244**	**$ 235,323,763**
EXPENDITURES						
Administration		$ 3,348,319	$ 455,017	$ -	$ -	$ 3,803,336
Town Attorney		527,304	-	-	-	527,304
Police		53,786,181	638,997	-	-	54,425,178
Fire Rescue		37,946,613	3,719	-	-	37,950,332
Building Division		5,292,135	-	-	-	5,292,135
Engineering Division		1,758,636	-	-	-	1,758,636
Planning & Zoning Division		1,592,078	-	-	-	1,592,078
Public Works		11,327,766	-	-	-	11,327,766
Parks, Recreation & Cultural Arts		5,751,240	652,800	-	-	6,404,040
Human Resources/Risk Management		2,922,616	-	-	16,902,838	19,825,454
Budget & Finance		2,657,598	113,533	-	-	2,771,131
Town Clerk		820,586	-	-	-	820,586
Community Services Division		299,879	3,523,807	-	-	3,823,686
Debt Service		2,639,411	1,729,866	6,601,762	-	10,971,039
Non-Departmental		1,661,322	-	-	-	1,661,322
Garage		-	-	-	7,543,636	7,543,636
Community Redevelopment Agency		-	10,502,045	-	-	10,502,045
Information Technology		-	-	-	7,766,008	7,766,008
Utility Services		-	-	37,728,082	-	37,728,082
TOTAL EXPENDITURES		**$ 132,331,684**	**$ 17,619,784**	**$ 44,329,844**	**$ 32,212,482**	**$ 226,493,794**
Transfers Out		4,692,390	40,000	-	-	4,732,390
Fund Balances/Reserves/Net Assets		1,171,864	200,000	2,472,953	252,762	4,097,579
TOTAL APPROPRIATED EXPENDITURES, TRANSFERS, RESERVES & BALANCES		**$ 138,195,938**	**$ 17,859,784**	**$ 46,802,797**	**$ 32,465,244**	**$ 235,323,763**
Net Budget Surplus or (Deficit)		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

FUND BALANCE SUMMARY
GOVERNMENTAL FUNDS - MAJOR AND NONMAJOR

		FY 2021 BUDGET				
		Governmental Funds				
	Total Budget All Funds	General Fund	Community Endowment	Community Redevelopment Agency (CRA)	Nonmajor Funds *	Total Governmental Funds
Estimated Beginning Fund Balance	$ 180,367,417	$76,026,494	$173,652	$6,209,821	$5,767,558	$88,177,525
Revenues/Sources						
Taxes:						
Ad Valorem Taxes	57,875,775	$ 57,875,775	$ -	$ -	$ -	$ 57,875,775
Ad Valorem Taxes (Voted Debt)	2,639,005	2,639,005	-	-	-	2,639,005
Local Option Taxes	2,381,804	2,381,804	-	-	-	2,381,804
Utility Service Taxes	9,180,000	9,180,000	-	-	-	9,180,000
Other General Taxes	3,609,000	3,609,000	-	-	-	3,609,000
Permits, Fees, Special Assessments	30,718,414	30,433,414	70,000	-	200,000	30,703,414
Intergovernmental	14,859,383	8,501,312	-	3,103,700	3,191,971	14,796,983
Charges for Services	67,913,873	15,567,203	-	-	-	15,567,203
Judgments, Fines, Forfeits	1,473,400	1,473,400	-	-	-	1,473,400
Miscellaneous	5,072,256	2,291,756	500	10,000	-	2,302,256
Other Sources	2,601,200	2,601,200	-	-	-	2,601,200
Transfers In	3,063,390	75,000	-	2,908,390	-	2,983,390
Total Revenue/Sources	**$ 201,387,500**	**$ 136,628,869**	**$ 70,500**	**$ 6,022,090**	**$ 3,391,971**	**$ 146,113,430**
Expenditures/Uses						
Administration	3,803,336	$ 3,348,319	$ -	$ -	$ 455,017	$ 3,803,336
Town Attorney	527,304	527,304	-	-	-	527,304
Police	54,425,178	53,786,181	-	-	638,997	54,425,178
Fire Rescue	37,950,332	37,946,613	-	-	3,719	37,950,332
Building Division	5,292,135	5,292,135	-	-	-	5,292,135
Engineering Division	1,758,636	1,758,636	-	-	-	1,758,636
Planning & Zoning Division	1,592,078	1,592,078	-	-	-	1,592,078
Public Works	11,327,766	11,327,766	-	-	-	11,327,766
Parks, Recreation & Cultural Arts	6,404,040	5,751,240	-	-	652,800	6,404,040
Human Resources/Risk Management	19,825,454	2,922,616	-	-	-	2,922,616
Budget & Finance	2,771,131	2,657,598	113,533	-	-	2,771,131
Town Clerk	820,586	820,586	-	-	-	820,586
Community Services Division	3,823,686	299,879	-	-	3,523,807	3,823,686
Debt Service	10,971,039	2,639,411	-	1,729,866	-	4,369,277
Non-Departmental	1,661,322	1,661,322	-	-	-	1,661,322
Garage	7,543,636	-	-	-	-	-
Community Redevelopment Agency	10,502,045	-	-	10,502,045	-	10,502,045
Information Technology	7,766,008	-	-	-	-	-
Utility Services	37,728,082	-	-	-	-	-
Transfers Out	4,732,390	4,692,390	-	-	40,000	4,732,390
Total Expenditures/Uses	**$ 231,226,184**	**$ 137,024,074**	**$ 113,533**	**$ 12,231,911**	**$ 5,314,340**	**$ 154,683,858**
Excess (Deficit) Revenues over Expenditures	$ (29,838,684)	$ (395,205)	$ (43,033)	$ (6,209,821)	$ (1,922,369)	$ (8,570,428)
Other Sources / (Uses)						
Sources - Fund Balances/Reserves/Net Assets	33,936,263	1,567,069	43,033	6,209,821	2,122,369	9,942,292
Uses - Balances/Reserves/Net Assets	(4,097,579)	(1,171,864)	-	-	(200,000)	(1,371,864)
Total Other Sources / (Uses)	**$ 29,838,684**	**$ 395,205**	**$ 43,033**	**$ 6,209,821**	**$ 1,922,369**	**$ 8,570,428**
Estimated Ending Fund Balance	**$ 150,528,733**	**$ 75,631,289**	**$ 130,619**	**$ -**	**$ 3,845,189**	**$ 79,607,097**
Estimated Change in Fund Balance	**$ (29,838,684)**	**$ (395,205)**	**$ (43,033)**	**$ (6,209,821)**	**$ (1,922,369)**	**$ (8,570,428)**
	-17%	**-0.52%**	**-25%**	**-100%**	**-33%**	**-10%**

* Nonmajor governmental funds include the Community Development Block Grant Fund, Parks & Open Space Impact Fees Fund, Fire Impact Fees Fund, Police Impact Fees Fund, General Government Impact Fees, Forfeiture Fund, and Affordable Housing Fund.

FUND BALANCE SUMMARY
PROPRIETARY FUNDS - MAJOR AND NONMAJOR

	FY 2021 BUDGET		FY 2021 BUDGET			
	Enterprise Funds		**Internal Service Funds**			
	Water & Sewer	Total Enterprise Funds	Vehicle Maintenance **	Self Insurance **	Information Systems **	Total Internal Service Funds
Estimated Beginning Fund Balance	**$ 61,739,389**	**$ 61,739,389**	**$ 12,536,645**	**$ 11,490,975**	**$ 6,422,883**	**$ 30,450,503**
Revenues/Sources						
Taxes:						
Ad Valorem Taxes	$ -	$ -	$ -	$ -	$ -	$ -
Ad Valorem Taxes (Voted Debt)	-	-	-	-	-	-
Local Option Taxes	-	-	-	-	-	-
Utility Service Taxes	-	-	-	-	-	-
Other General Taxes	-	-	-	-	-	-
Permits, Fees, Special Assessments	15,000	15,000	-	-	-	-
Intergovernmental	-	-	$62,400	-	-	62,400
Charges for Services	26,603,230	26,603,230	$4,920,392	$14,560,600	$6,262,448	25,743,440
Judgments, Fines, Forfeits	-	-	-	-	-	-
Miscellaneous	150,000	150,000	$25,000	$2,595,000	-	2,620,000
Other Sources	-	-	-	-	-	-
Transfers In	-	-	80,000	-	-	80,000
Total Revenue/Sources	**$ 26,768,230**	**$ 26,768,230**	**$ 5,087,792**	**$ 17,155,600**	**$ 6,262,448**	**$ 28,505,840**
Expenditures/Uses						
Administration	$ -	-	$ -	$ -	$ -	$ -
Town Attorney	-	-	-	-	-	-
Police	-	-	-	-	-	-
Fire Rescue	-	-	-	-	-	-
Building Division	-	-	-	-	-	-
Engineering Division	-	-	-	-	-	-
Planning & Zoning Division	-	-	-	-	-	-
Public Works	-	-	-	-	-	-
Parks, Recreation & Cultural Arts	-	-	-	-	-	-
Human Resources/Risk Mgt	-	-	-	16,902,838	-	16,902,838
Budget & Finance	-	-	-	-	-	-
Town Clerk	-	-	-	-	-	-
Housing & Community Dev.	-	-	-	-	-	-
Debt Service	6,601,762	6,601,762	-	-	-	-
Non-Departmental	-	-	-	-	-	-
Garage	-	-	7,543,636	-	-	7,543,636
Community Redevelopment Agency	-	-	-	-	-	-
Technology Information Management	-	-	-	-	7,766,008	7,766,008
Utility Services	37,728,082	37,728,082	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Expenditures/Uses	**$ 44,329,844**	**$ 44,329,844**	**$ 7,543,636**	**$ 16,902,838**	**$ 7,766,008**	**$ 32,212,482**
Excess (Deficit) Revenues over Expenditures	$ (17,561,614)	$ (17,561,614)	$ (2,455,844)	$ 252,762	$ (1,503,560)	$ (3,706,642)
Other Sources / (Uses)						
Sources - Fund Balances/Reserves/Net Assets	20,034,567	20,034,567	2,455,844	-	1,503,560	3,959,404
Uses - Balances/Reserves/Net Assets	(2,472,953)	(2,472,953)	-	(252,762)	-	(252,762)
Total Other Sources / (Uses)	**$ 17,561,614**	**$ 17,561,614**	**$ 2,455,844**	**$ (252,762)**	**$ 1,503,560**	**$ 3,706,642**
Estimated Ending Fund Balance	**$ 44,177,775**	**$ 44,177,775**	**$ 10,080,801**	**$ 11,743,737**	**$ 4,919,323**	**$ 26,743,861**
Estimated Change in Fund Balance	**$ (17,561,614)**	**$ (17,561,614)**	**$ (2,455,844)**	**$ 252,762**	**$ (1,503,560)**	**$ (3,706,642)**
	-28%	**-28%**	**-20%**	**2%**	**-23%**	**-12%**

** Nonmajor funds

GENERAL FUND BUDGET SUMMARY
COMPARISON BY CATEGORY

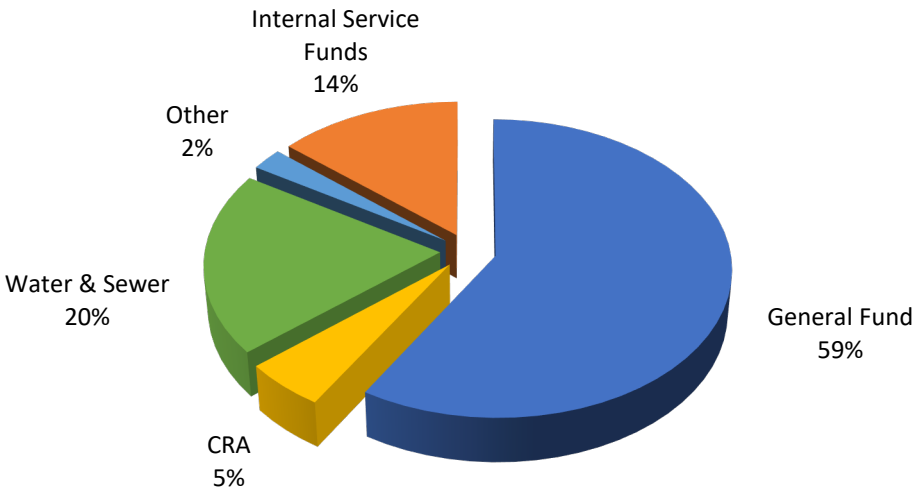
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Year	
Revenues							
Ad Valorem - Operating	$ 40,855,558	$ 46,328,369	$ 51,934,473	$ 55,051,159	$ 57,875,775	$ 2,824,616	5%
Ad Valorem - Debt Service	4,955,031	4,577,325	3,560,450	2,790,955	2,639,005	(151,950)	-5%
Local Option Taxes	1,792,539	1,817,584	1,842,833	1,856,000	2,381,804	525,804	28%
Utility Services Taxes	8,630,327	8,932,428	9,192,054	9,136,000	9,180,000	44,000	0%
Other General Taxes	4,801,569	4,314,907	4,204,112	3,940,000	3,609,000	(331,000)	-8%
Permits, Fees, Special Asmt.	31,680,679	31,647,588	36,634,551	30,255,495	30,433,414	177,919	1%
Intergovernmental	12,120,423	12,158,677	12,307,170	12,338,127	8,501,312	(3,836,815)	-31%
Charges for Services	13,340,736	14,718,519	15,044,938	15,297,110	15,567,203	270,093	2%
Judgments, Fines, Forfeits	1,025,546	1,006,035	1,533,914	1,113,400	1,473,400	360,000	32%
Miscellaneous	1,927,906	2,272,848	4,828,186	3,570,913	2,291,756	(1,279,157)	-36%
Other Sources	3,679,467	2,477,072	2,904,752	5,074,745	4,243,269	(831,476)	-16%
Revenue Totals	**$ 124,809,781**	**$ 130,251,351**	**$ 143,987,433**	**$ 140,423,904**	**$ 138,195,938**	**$ (2,227,966)**	**-2%**
Expenditures							
Personnel Services	$ 80,676,020	$ 85,655,732	$ 88,172,395	$ 97,012,124	$ 97,920,444	$ 908,320	1%
Operating Expenditures	20,968,423	31,208,725	22,666,865	29,453,323	30,248,591	795,268	3%
Capital Outlay	921,886	932,982	652,084	2,186,942	1,503,238	(683,704)	-31%
Debt Service	5,968,176	5,418,552	4,408,384	3,653,673	2,639,411	(1,014,262)	-28%
Grants and Aids	1,385	1,130	2,765	25,000	20,000	(5,000)	-20%
Other Uses	11,075,746	7,871,724	17,396,734	8,092,842	5,864,254	(2,228,588)	-28%
Expenditure Totals	**$ 119,611,636**	**$ 131,088,846**	**$ 133,299,226**	**$ 140,423,904**	**$ 138,195,938**	**$ (2,227,966)**	**-2%**

GENERAL FUND BUDGET SUMMARY
COMPARISON BY DEPARTMENT

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Year	
Revenues							
General Operating	$ 87,377,901	$ 92,164,186	$ 100,953,197	$ 103,347,780	$ 100,407,258	$ (2,940,522)	-3%
Administration	365,241	310,315	412,512	927,467	937,804	10,337	1%
Town Attorney	55,389	53,955	64,740	50,000	50,000	-	0%
Police	6,404,289	6,881,401	8,353,805	8,199,417	8,094,030	(105,387)	-1%
Fire Rescue	20,067,379	19,905,001	19,636,095	19,312,822	20,106,886	794,064	4%
Building	3,868,084	7,031,878	9,569,885	4,330,000	4,330,000	-	0%
Engineering	3,629,163	1,462,569	2,188,770	1,796,500	1,925,500	129,000	7%
Planning & Zoning	288,966	406,757	706,195	398,630	334,300	(64,330)	-16%
Public Works	1,078,854	134,741	402,747	252,188	263,540	11,352	5%
Parks & Recreation	1,156,018	1,287,664	1,161,099	1,354,100	1,281,620	(72,480)	-5%
Risk Management	29,654	71,913	113,890	50,000	50,000	-	0%
Budget & Finance	127,162	182,096	76,415	75,000	60,000	(15,000)	-20%
Town Clerk	347,083	358,875	342,245	330,000	330,000	-	0%
Community Services	14,599	-	5,839	-	25,000	25,000	0%
Revenue Totals	**$ 124,809,781**	**$ 130,251,351**	**$ 143,987,433**	**$ 140,423,904**	**$ 138,195,938**	**$ (2,227,966)**	**-2%**
Expenditures							
Administration	$ 2,287,567	$ 2,353,934	$ 2,443,495	$ 3,357,492	$ 3,348,319	$ (9,173)	0%
Town Attorney	406,899	427,612	444,333	571,395	527,304	(44,091)	-8%
Police	44,056,869	46,520,939	47,797,485	53,884,348	53,786,181	(98,167)	0%
Fire Rescue	30,530,405	32,616,658	34,026,530	38,015,963	37,946,613	(69,350)	0%
Building Division	3,408,107	4,309,029	4,413,758	5,211,462	5,292,135	80,673	2%
Engineering Division	1,175,290	1,296,557	1,420,279	1,715,157	1,758,636	43,479	3%
Planning & Zoning Div.	1,223,901	1,443,382	1,404,543	1,510,232	1,592,078	81,846	5%
Public Works	8,108,500	8,631,349	8,683,445	10,650,849	11,327,766	676,917	6%
Parks, Rec. & Cultural Arts	4,630,552	4,700,351	4,559,173	5,410,858	5,751,240	340,382	6%
Human Resources	872,587	898,999	910,431	1,079,592	1,115,160	35,568	3%
Risk Management	1,512,589	1,502,339	1,305,172	1,674,981	1,807,456	132,475	8%
Budget & Finance	2,138,816	2,349,442	2,341,181	2,785,165	2,657,598	(127,567)	-5%
Town Clerk	511,804	604,882	629,728	759,824	820,586	60,762	8%
Community Services Div.	268,906	216,752	244,264	383,071	299,879	(83,192)	-22%
Debt Service	5,968,176	5,418,552	4,408,384	3,653,673	2,639,411	(1,014,262)	-28%
Non-Departmental	12,510,668	17,798,067	18,267,028	9,759,842	7,525,576	(2,234,266)	-23%
Expenditure Totals	**$ 119,611,636**	**$ 131,088,846**	**$ 133,299,226**	**$ 140,423,904**	**$ 138,195,938**	**$ (2,227,966)**	**-2%**

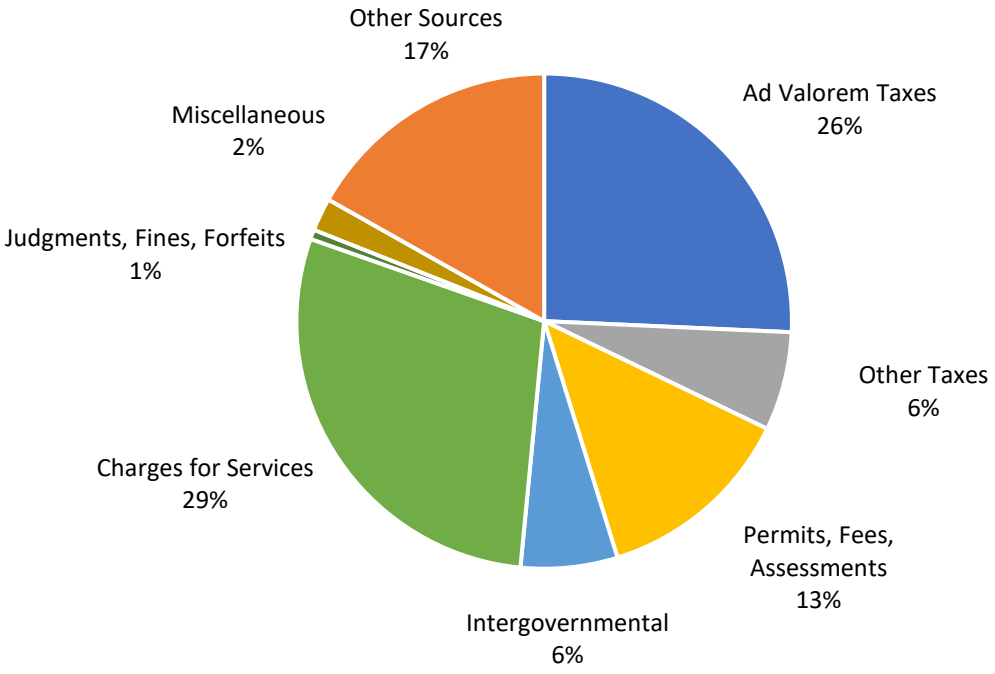
REVENUES BY FUND

Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- Prior Yr
General Fund	$ 130,251,351	$ 143,987,433	$ 140,423,904	$ 138,195,938	59%	-2%
Community Redevelop. Agency	4,259,523	4,619,003	10,655,044	12,231,911	5%	15%
Community Dev. Block Grant	1,987,356	896,445	1,903,003	3,191,971	2%	68%
Parks & Open Space Impact Fees	495,311	234,228	1,441,292	727,800	0%	-50%
Fire Impact Fees	283,121	601,728	236,988	53,719	0%	-77%
Police Impact Fees	147,949	548,792	210,000	381,997	0%	82%
General Govt. Impact Fees	125,900	303,123	561,147	520,017	0%	-7%
Forfeiture	369,448	536,812	387,000	307,000	0%	-21%
Affordable Housing	-	-	-	$331,836	0%	0%
Community Endowment	128,945	110,461	115,833	$113,533	0%	-2%
Water & Sewer	28,456,423	30,318,865	48,459,527	46,802,797	20%	-3%
Golf Fund	4,000	4,000	-	-	0%	0%
Vehicle Maintenance	5,120,246	5,074,468	7,016,416	$7,543,636	3%	8%
Self Insurance	16,169,627	17,920,060	16,835,004	17,155,600	7%	2%
Information Technology	4,629,065	5,204,265	8,145,668	7,766,008	4%	-5%
Total Budgeted Funds	**$ 192,428,265**	**$ 210,359,682**	**$ 236,390,826**	**$ 235,323,763**	**100%**	**-0.5%**



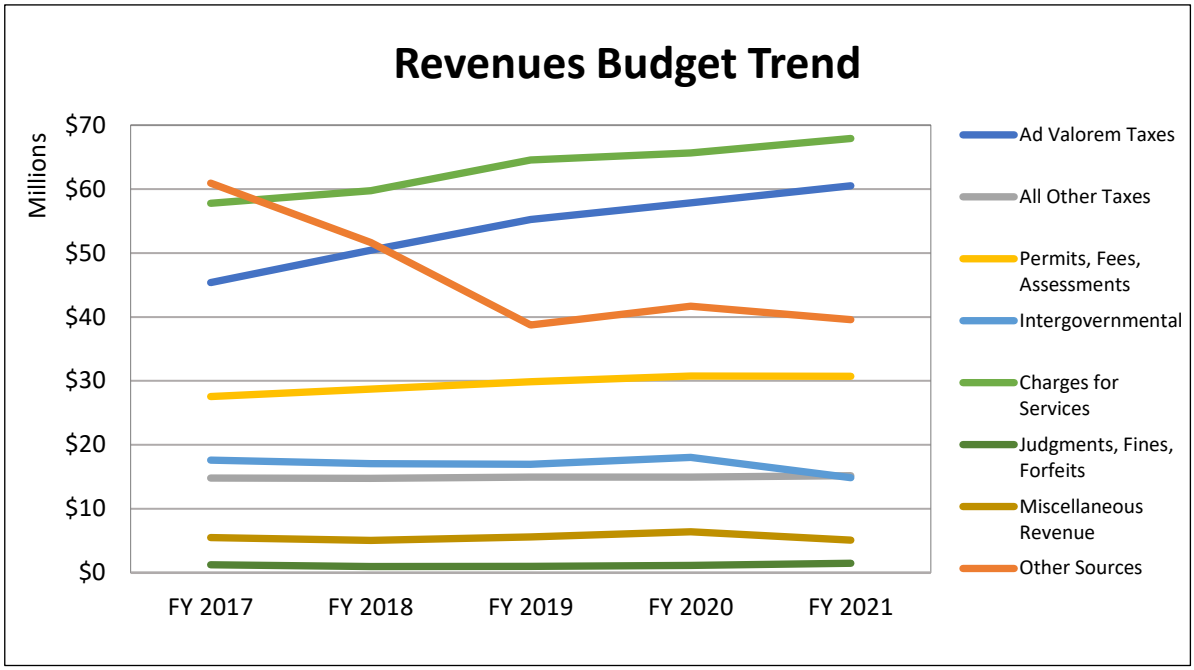
REVENUES BY SOURCE

Revenue Source	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- Prior Yr
Ad Valorem Taxes	$ 50,905,694	$ 55,494,923	$ 57,842,114	$ 60,514,780	26%	5%
Local Option Taxes	1,817,584	1,842,833	1,856,000	2,381,804	1%	28%
Utility Services Taxes	8,932,428	9,192,054	9,136,000	9,180,000	4%	0%
Other General Taxes	4,314,907	4,204,112	3,940,000	3,609,000	1%	-8%
Permits, Fees, Spec. Asmts.	32,823,237	38,434,641	30,756,495	30,718,414	13%	0%
Intergovernmental	17,453,375	16,553,425	18,032,397	14,859,383	6%	-18%
Charges for Services	64,576,540	66,633,358	65,632,599	67,913,873	29%	3%
Judgments, Fines, Forfeits	1,374,230	2,068,139	1,113,400	1,473,400	1%	32%
Miscellaneous	5,721,595	10,647,481	6,396,413	5,072,256	2%	-21%
Other Sources	4,508,673	5,288,715	41,685,408	39,600,853	17%	-5%
Total Budgeted Funds	**$ 192,428,265**	**$ 210,359,682**	**$ 236,390,826**	**$ 235,323,763**	**100%**	**-0.5%**



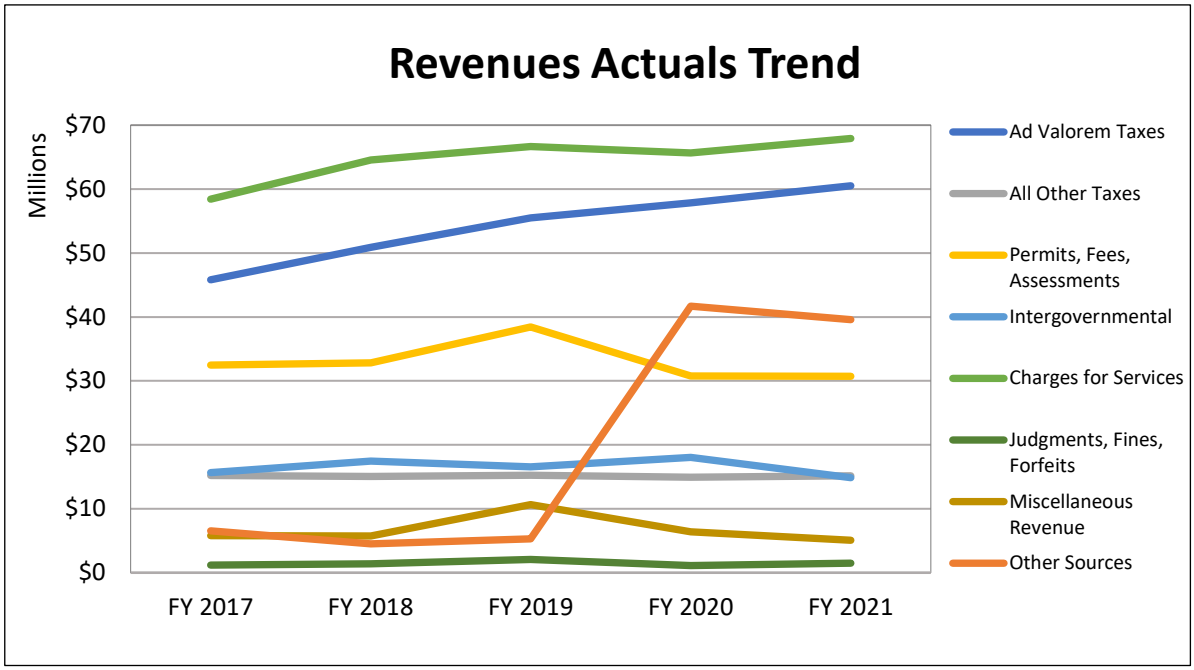
REVENUES BY SOURCE
FIVE YEAR BUDGET TREND

Revenue Source	FY 2017 Original Budget	FY 2018 Original Budget	FY 2019 Original Budget	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Yr	+/- 5 Yr
Ad Valorem Taxes	$ 45,374,634	$ 50,460,973	$ 55,234,745	$ 57,842,114	$ 60,514,780	5%	33%
Local Option Taxes	1,752,970	1,829,815	1,879,825	1,856,000	2,381,804	28%	36%
Utility Services Taxes	8,589,500	8,811,500	9,200,000	9,136,000	9,180,000	0%	7%
Other General Taxes	4,444,875	4,113,700	3,892,000	3,940,000	3,609,000	-8%	-19%
Permits, Fees, Spec. Asmts	27,549,772	28,708,416	29,844,038	30,756,495	30,718,414	0%	12%
Intergovernmental	17,609,629	17,030,773	16,956,740	18,032,397	14,859,383	-18%	-16%
Charges for Services	57,776,821	59,743,303	64,551,426	65,632,599	67,913,873	3%	18%
Judgments, Fines, Forfeits	1,220,600	961,400	972,400	1,113,400	1,473,400	32%	21%
Miscellaneous	5,484,312	5,048,688	5,609,928	6,396,413	5,072,256	-21%	-8%
Other Sources	60,928,395	51,640,194	38,741,856	41,685,408	39,600,853	-5%	-35%
Total Budgeted Funds	**$ 230,731,508**	**$ 228,348,762**	**$ 226,882,958**	**$ 236,390,826**	**$ 235,323,763**	**-0.5%**	**2%**



REVENUES BY SOURCE
FIVE YEAR ACTUALS TREND

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Yr	+/- 5 Yr
Ad Valorem Taxes	$ 45,810,589	$ 50,905,694	$ 55,494,923	$ 57,842,114	$ 60,514,780	5%	32%
Local Option Taxes	1,792,539	1,817,584	1,842,833	1,856,000	2,381,804	28%	33%
Utility Services Taxes	8,630,327	8,932,428	9,192,054	9,136,000	9,180,000	0%	6%
Other General Taxes	4,801,569	4,314,907	4,204,112	3,940,000	3,609,000	-8%	-25%
Permits, Fees, Spec. Asmts	32,483,296	32,823,237	38,434,641	30,756,495	30,718,414	0%	-5%
Intergovernmental	15,668,210	17,453,375	16,553,425	18,032,397	14,859,383	-18%	-5%
Charges for Services	58,421,514	64,576,540	66,633,358	65,632,599	67,913,873	3%	16%
Judgments, Fines, Forfeits	1,198,420	1,374,230	2,068,139	1,113,400	1,473,400	32%	23%
Miscellaneous	5,780,367	5,721,595	10,647,481	6,396,413	5,072,256	-21%	-12%
Other Sources	6,526,729	4,508,673	5,288,715	41,685,408	39,600,853	-5%	507%
Total Budgeted Funds	**$ 181,113,561**	**$ 192,428,265**	**$ 210,359,682**	**$ 236,390,826**	**$ 235,323,763**	**-0.5%**	**30%**



FUND BALANCE / FUND EQUITY BUDGETED

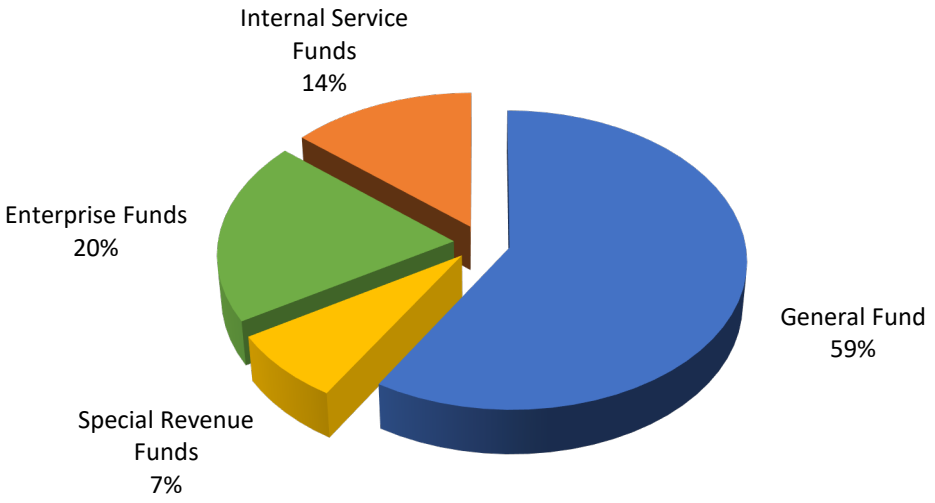
Fund	Amount	Primary Funding Purpose
General Fund, Undesignated Reserve	$24,935	Home strengthening projects under the Residential Construction Mitigation Program using grant program income from prior years.
General Fund, Building Division Reserve	$962,135	Operating expenses of the Building Division.
General Fund, Engineering Division Reserve	$200,000	Two projects in the FY 2021 Capital Improvement Program.
General Fund, Fire Technology Fees Reserve	$48,449	Fire Rescue Department technology equipment, software, and training.
General Fund, Tree Preservation Reserve	$260,000	Tree planting, shrub replacement and landscaping projects.
General Fund, Wetland Maintenance Reserve	$71,550	Maintenance of Berman Park and Davie Golf Club wetland areas.
CRA Fund	$6,209,821	Four prior year capital projects not completed as of 9/30/20.
Parks & Open Space Impact Fees Fund	$652,800	Six prior year capital projects not completed as of 9/30/20.
Fire Impact Fees Fund	$3,719	One prior year capital project not completed as of 9/30/20.
Police Impact Fees Fund	$331,997	Three prior year capital projects not completed as of 9/30/20, two projects in the FY 2021 Capital Improvement Program, and police technology and equipment.
General Governmental Impact Fees Fund	$495,017	Four prior year capital projects not completed as of 9/30/20 and one addition to fleet for the new Public Works Project Manager position added in mid-FY 2020.

FUND BALANCE / FUND EQUITY BUDGETED

Fund	Amount	Primary Funding Purpose
Forfeiture Fund	$307,000	Four prior year capital projects not completed as of 9/30/20, the purchase of police equipment, and support to non-profit organizations for safe neighborhood, crime prevention, and drug abuse education/prevention programs.
Affordable Housing Fund	$331,836	Appropriate entire fund balance as of 9/30/20 for affordable housing programs.
Community Endowment Fund	$43,033	Donations received in prior years to be used for the Mayor's college scholarship program and grants for youth education and safety programs. Fund reserves used for community non-profit donations.
Water & Sewer Fund, Unrestricted Net Assets	$3,638,013	Sixteen prior year capital projects not completed as of 9/30/20.
Water & Sewer Fund, Contribution Charges	$5,249,235	Seven prior year capital projects not completed as of 9/30/20 and seven projects in the FY 2021 Capital Improvement Program.
Water & Sewer Fund, Capital Replacement Acct.	$11,144,319	Twenty-seven prior year capital projects not completed as of 9/30/20 and eighteen projects in the FY 2021 Capital Improvement Program
Water & Sewer Fund, Renewal/Replacement	$3,000	One prior year capital project not completed as of 9/30/20.
Vehicle Maintenance Fund	$2,455,844	Four prior year capital projects not completed as of 9/30/20, one project in the FY 2021 Capital Improvement Program, and the replacement of vehicles that have completed their lifecycle.
Information Technology Fund	$1,503,560	Replacement desktop computers, laptops, tablets, monitors, scanners and printers for departments; replacement servers, replacement network and storage infrastructure, and five projects in the IT Department.
Total Budgeted	**$33,936,263**	

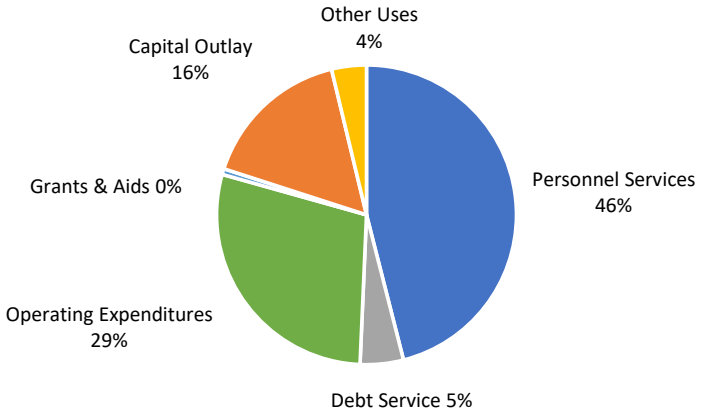
EXPENDITURES BY FUND

Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- Prior Yr
General Fund	$ 131,088,846	$ 133,299,226	$ 140,423,904	$ 138,195,938	59%	-2%
Community Redevelop. Agency	15,474,382	5,233,986	10,655,044	12,231,911	5%	15%
Community Dev. Block Grant	1,982,007	875,828	1,903,003	3,191,971	2%	68%
Parks & Open Space Impact Fees	1,118,162	335,809	1,441,292	727,800	0%	-50%
Fire Impact Fees	495,496	51,999	236,988	53,719	0%	-77%
Police Impact Fees	223,724	55,754	210,000	381,997	0%	82%
General Govt. Impact Fees	53,474	1,380	561,147	520,017	0%	-7%
Forfeiture	286,632	48,515	387,000	307,000	0%	-21%
Affordable Housing	-	-	-	331,836	0%	0%
Community Endowment	133,048	130,901	115,833	113,533	0%	-2%
Water & Sewer	29,513,203	30,715,690	48,459,527	46,802,797	20%	-3%
Golf Fund	205,981	190,839	-	-	0%	0%
Vehicle Maintenance	4,548,142	4,454,922	7,016,416	7,543,636	3%	8%
Self Insurance	15,956,350	16,027,697	16,835,004	17,155,600	7%	2%
Information Technology	3,778,930	4,266,333	8,145,668	7,766,008	4%	-5%
Total Budgeted Funds	**$ 204,858,376**	**$ 195,688,879**	**$ 236,390,826**	**$ 235,323,763**	**100%**	**-0.5%**



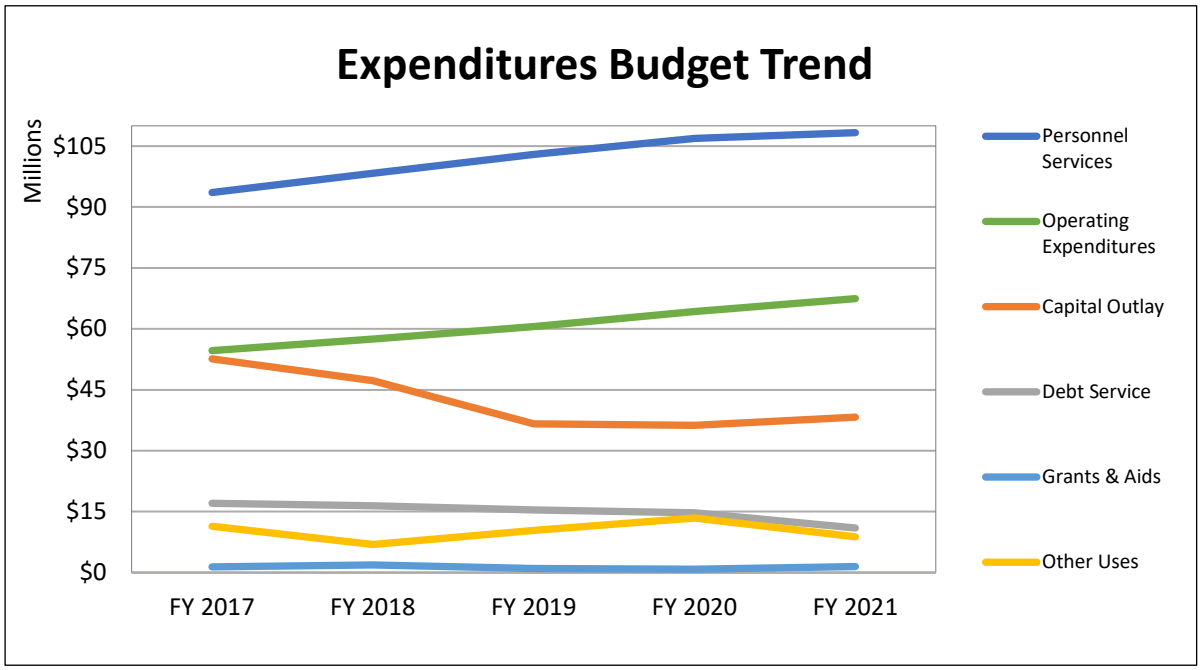
EXPENDITURES BY FUND & CATEGORY

	Personnel Services	Operating Expenditures	Capital Outlay	Debt Service	Grants & Aids	Other Uses	FY 2021 Budget
General Fund							
Administration	$ 1,626,571	$ 1,703,598	$ 18,150	$ -	$ -	$ -	$ 3,348,319
Town Attorney	445,432	81,872	-	-	-	-	527,304
Police	44,435,242	8,609,217	741,722	-	-	-	53,786,181
Fire Rescue	32,571,374	5,154,199	221,040	-	-	-	37,946,613
Building Division	3,917,080	1,249,155	125,900	-	-	-	5,292,135
Engineering Division	1,296,620	451,416	10,600	-	-	-	1,758,636
Planning & Zoning Division	1,176,146	412,082	3,850	-	-	-	1,592,078
Public Works	5,598,837	5,578,734	150,195	-	-	-	11,327,766
Parks, Rec. & Cultural Arts	3,373,973	2,234,016	123,251	-	20,000	-	5,751,240
Human Resources	716,373	374,177	24,610	-	-	-	1,115,160
Risk Management	49,086	1,708,370	50,000	-	-	-	1,807,456
Budget & Finance	2,327,092	326,686	3,820	-	-	-	2,657,598
Town Clerk	567,714	223,822	29,050	-	-	-	820,586
Community Services Div.	187,804	111,025	1,050	-	-	-	299,879
Debt Service	-	-	-	2,639,411	-	-	2,639,411
Non-Departmental	(368,900)	2,030,222	-	-	-	5,864,254	7,525,576
Subtotal General Fund	**$ 97,920,444**	**$ 30,248,591**	**$ 1,503,238**	**$ 2,639,411**	**$ 20,000**	**$ 5,864,254**	**$138,195,938**
Community Redev. Agency	$ 343,160	$ 1,459,595	$ 7,900,775	$ 1,729,866	$ 798,515	$ -	$ 12,231,911
Community Dev. Block Grant	234,355	631,075	1,787,347	-	539,194	-	3,191,971
Parks/OS Impact Fees	-	54,100	598,700	-	-	75,000	727,800
Fire Impact Fees	-	-	3,719	-	-	50,000	53,719
Police Impact Fees	-	-	331,997	-	-	50,000	381,997
General Govt. Impact Fees	-	56,000	399,017	-	-	65,000	520,017
Forfeiture	-	307,000	-	-	-	-	307,000
Affordable Housing	-	331,836	-	-	-	-	331,836
Community Endowment	-	250	-	-	113,283	-	113,533
Water & Sewer	6,881,639	10,304,376	20,542,067	6,601,762	-	2,472,953	46,802,797
Vehicle Maintenance	138,787	3,179,405	4,225,444	-	-	-	7,543,636
Self Insurance	163,013	16,739,825	-	-	-	252,762	17,155,600
Information Technology	2,635,676	4,135,352	994,980	-	-	-	7,766,008
Subtotal Other Funds	**$ 10,396,630**	**$ 37,198,814**	**$ 36,784,046**	**$ 8,331,628**	**$1,450,992**	**$ 2,965,715**	**$ 97,127,825**
Total Budgeted Funds	**$108,317,074**	**$ 67,447,405**	**$ 38,287,284**	**$10,971,039**	**$1,470,992**	**$ 8,829,969**	**$235,323,763**



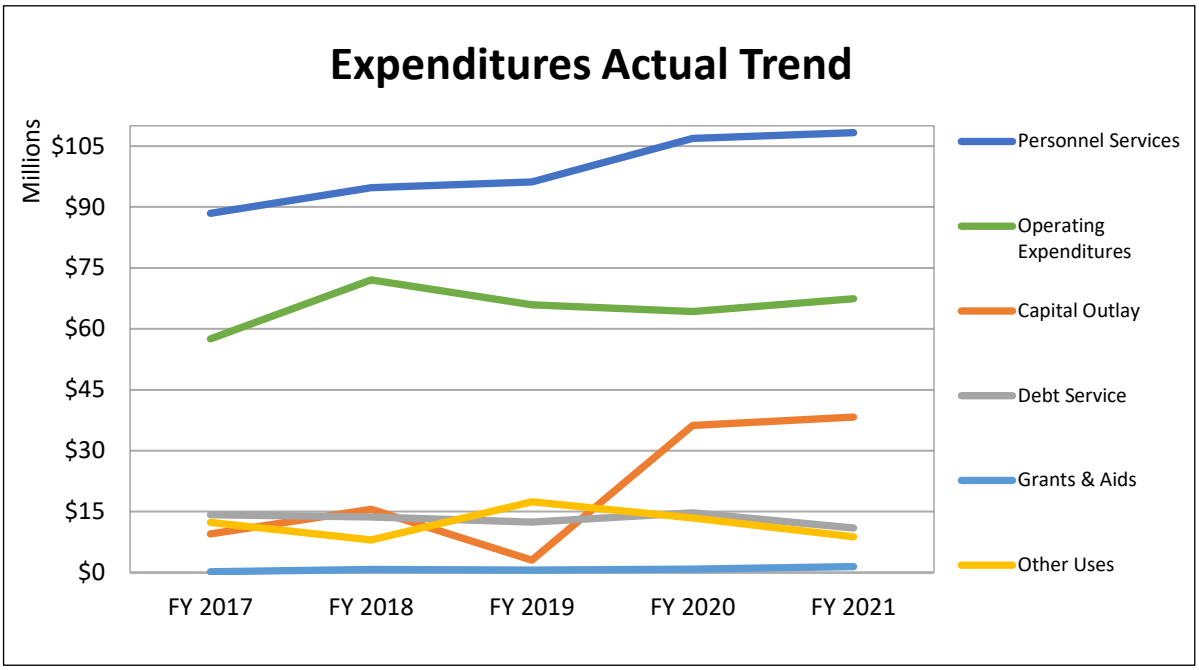
EXPENDITURES BY CATEGORY
FIVE YEAR BUDGET TREND

Expenditure Category	FY 2017 Original Budget	FY 2018 Original Budget	FY 2019 Original Budget	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Yr	+/- 5 Yr
Personnel Services	$ 93,578,598	$ 98,305,760	$ 102,950,567	$ 106,906,658	$ 108,317,074	1%	16%
Operating Expenditures	54,650,464	57,481,789	60,545,007	64,270,317	67,447,405	5%	23%
Capital Outlay	52,618,619	47,289,726	36,593,622	36,252,376	38,287,284	6%	-27%
Debt Service	17,054,400	16,476,285	15,451,026	14,701,682	10,971,039	-25%	-36%
Grants & Aids	1,428,040	1,876,021	979,851	826,047	1,470,992	78%	3%
Other Uses	11,401,387	6,919,181	10,362,885	13,433,746	8,829,969	-34%	-23%
Total Budgeted Funds	**$ 230,731,508**	**$ 228,348,762**	**$ 226,882,958**	**$ 236,390,826**	**$ 235,323,763**	**-0.5%**	**2%**



EXPENDITURES BY CATEGORY
FIVE YEAR ACTUALS TREND

Expenditure Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Yr	+/- 5 Yr
Personnel Services	$ 88,456,212	$ 94,777,953	$ 96,210,642	$ 106,906,658	$ 108,317,074	1%	22%
Operating Expenditures	57,541,851	72,059,653	65,959,365	64,270,317	67,447,405	5%	17%
Capital Outlay	9,510,764	15,559,608	3,050,859	36,252,376	38,287,284	6%	303%
Debt Service	14,264,800	13,695,193	12,455,985	14,701,682	10,971,039	-25%	-23%
Grants & Aids	198,397	738,746	586,884	826,047	1,470,992	78%	641%
Other Uses	12,319,177	8,027,224	17,425,144	13,433,746	8,829,969	-34%	-28%
Total Budgeted Funds	**$ 182,291,200**	**$ 204,858,376**	**$ 195,688,879**	**$ 236,390,826**	**$ 235,323,763**	**-0.5%**	**29%**



EXPENDITURES BY FUND & DEPARTMENT
FIVE YEAR BUDGET TREND

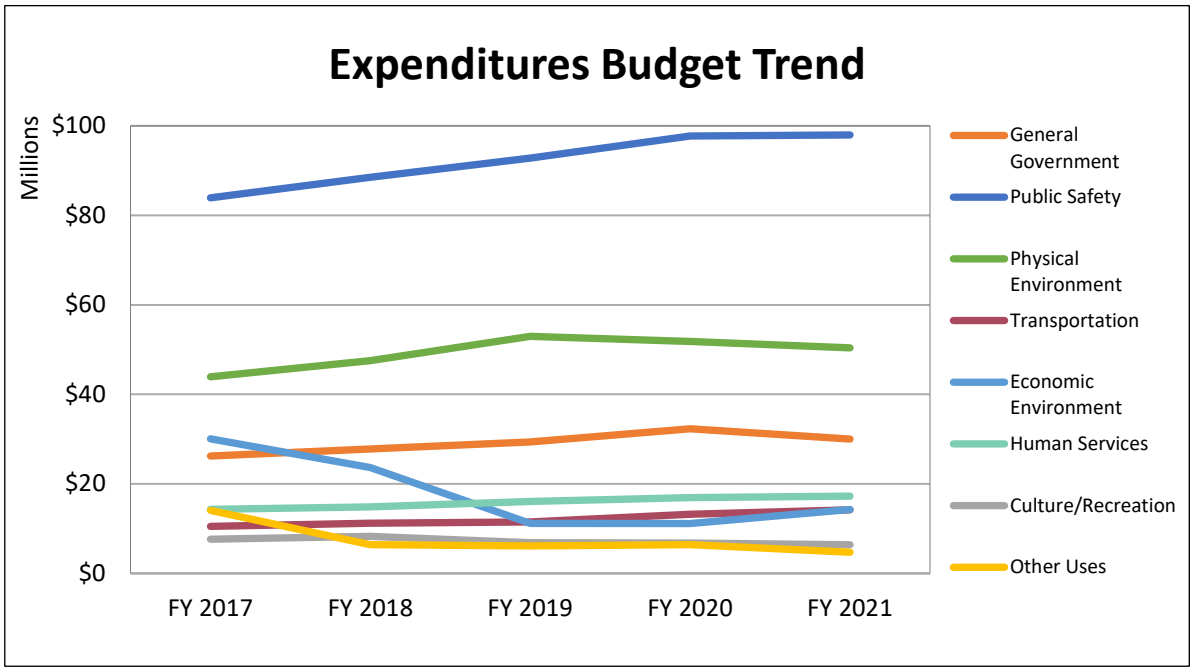
Fund / Department	FY 2017 Original Budget	FY 2018 Original Budget	FY 2019 Original Budget	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Year	+/- 5 Yr
General Fund							
Administration	$ 2,540,566	$ 2,810,169	$ 2,848,688	$ 3,357,492	$ 3,348,319	0%	32%
Town Attorney	451,554	428,364	469,761	571,395	527,304	-8%	17%
Police	45,957,682	48,772,830	50,991,363	53,884,348	53,786,181	0%	17%
Fire Rescue	33,533,216	34,378,982	36,734,753	38,015,963	37,946,613	0%	13%
Building Division	3,460,405	4,533,355	4,557,367	5,211,462	5,292,135	2%	53%
Engineering Division	1,286,850	1,390,444	1,603,602	1,715,157	1,758,636	3%	37%
Planning & Zoning Division	1,333,081	1,495,366	1,552,222	1,510,232	1,592,078	5%	19%
Public Works	8,871,672	9,398,070	9,408,549	10,650,849	11,327,766	6%	28%
Parks, Recreation & Cultural Arts	5,069,935	5,360,284	5,199,838	5,410,858	5,751,240	6%	13%
Human Resources	1,015,961	1,105,896	1,051,248	1,079,592	1,115,160	3%	10%
Risk Management	1,708,097	1,703,865	1,776,988	1,674,981	1,807,456	8%	6%
Budget & Finance	2,337,895	2,443,233	2,511,710	2,785,165	2,657,598	-5%	14%
Town Clerk	598,848	638,892	688,913	759,824	820,586	8%	37%
Community Services Division	460,832	250,170	340,074	383,071	299,879	-22%	-35%
Debt Service	5,968,258	5,404,168	4,408,390	3,653,673	2,639,411	-28%	-56%
Non-Departmental	6,612,651	8,312,340	9,224,169	9,759,842	7,525,576	-23%	14%
Total General Fund	**$121,207,503**	**$128,426,428**	**$133,367,635**	**$140,423,904**	**$138,195,938**	**-2%**	**14%**
Other Funds							
Community Redevelopment Agency	$ 28,881,512	$ 22,827,303	$ 10,327,544	$ 10,655,044	$ 12,231,911	15%	-58%
Community Developmt. Block Grant	2,412,931	2,256,382	2,232,744	1,903,003	3,191,971	68%	32%
Parks & Open Space Impact Fees	2,103,636	2,543,915	1,414,800	1,441,292	727,800	-50%	-65%
Fire Impact Fees	185,757	602,602	518,325	236,988	53,719	-77%	-71%
Police Impact Fees	260,000	155,000	210,000	210,000	381,997	82%	47%
General Govt. Impact Fees	106,000	206,000	311,000	561,147	520,017	-7%	391%
Forfeiture	773,050	278,888	-	387,000	307,000	-21%	-60%
Affordable Housing	-	-	-	-	331,836	0%	0%
Community Endowment	151,040	144,138	134,637	115,833	113,533	-2%	-25%
Water & Sewer	38,570,099	44,593,396	50,214,053	48,459,527	46,802,797	-3%	21%
Water & Sewer Capital Projects	11,617,442	-	-	-	-	0%	-100%
Golf	593,820	473,050	333,285	-	-	0%	-100%
Vehicle Maintenance	5,274,075	5,648,731	5,938,870	7,016,416	7,543,636	8%	43%
Self Insurance	14,164,428	14,738,566	15,964,860	16,835,004	17,155,600	2%	21%
Information Technology	4,430,215	5,454,363	5,915,205	8,145,668	7,766,008	-5%	75%
Subtotal Other Funds	**$109,524,005**	**$ 99,922,334**	**$ 93,515,323**	**$ 95,966,922**	**$ 97,127,825**	**1%**	**-11%**
Total Budgeted Funds	**$230,731,508**	**$228,348,762**	**$226,882,958**	**$236,390,826**	**$235,323,763**	**-0.5%**	**2%**

EXPENDITURES BY FUND & DEPARTMENT
FIVE YEAR ACTUALS TREND

Fund / Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Yr	+/- 5 Yr
General Fund							
Administration	$ 2,287,567	$ 2,353,934	$ 2,443,495	$ 3,357,492	$ 3,348,319	0%	46%
Town Attorney	406,899	427,612	444,333	571,395	527,304	-8%	30%
Police	44,056,869	46,520,939	47,797,485	53,884,348	53,786,181	0%	22%
Fire Rescue	30,530,405	32,616,658	34,026,530	38,015,963	37,946,613	0%	24%
Building Division	3,408,107	4,309,029	4,413,758	5,211,462	5,292,135	2%	55%
Engineering Division	1,175,290	1,296,557	1,420,279	1,715,157	1,758,636	3%	50%
Planning & Zoning Division	1,223,901	1,443,382	1,404,543	1,510,232	1,592,078	5%	30%
Public Works	8,108,500	8,631,349	8,683,445	10,650,849	11,327,766	6%	40%
Parks, Recreation & Cultural Arts	4,630,552	4,700,351	4,559,173	5,410,858	5,751,240	6%	24%
Human Resources	872,587	898,999	910,431	1,079,592	1,115,160	3%	28%
Risk Management	1,512,589	1,502,339	1,305,172	1,674,981	1,807,456	8%	19%
Budget & Finance	2,138,816	2,349,442	2,341,181	2,785,165	2,657,598	-5%	24%
Town Clerk	511,804	604,882	629,728	759,824	820,586	8%	60%
Community Services Division	268,906	216,752	244,264	383,071	299,879	-22%	12%
Debt Service	5,968,176	5,418,552	4,408,384	3,653,673	2,639,411	-28%	-56%
Non-Departmental	12,510,668	17,798,067	18,267,028	9,759,842	7,525,576	-23%	-40%
Total General Fund	**$119,611,636**	**$131,088,846**	**$133,299,226**	**$140,423,904**	**$138,195,938**	**-2%**	**16%**
Other Funds							
Community Redevelopment Agency	$ 11,130,585	$ 15,474,382	$ 5,233,986	$ 10,655,044	$ 12,231,911	15%	10%
Community Developmt. Block Grant	455,489	1,982,007	875,828	1,903,003	3,191,971	68%	601%
Parks & Open Space Impact Fees	131,744	1,118,162	335,809	1,441,292	727,800	-50%	452%
Fire Impact Fees	19,019	495,496	51,999	236,988	53,719	-77%	182%
Police Impact Fees	127,256	223,724	55,754	210,000	381,997	82%	200%
General Govt. Impact Fees	-	53,474	1,380	561,147	520,017	-7%	0%
Forfeiture	764,893	286,632	48,515	387,000	307,000	-21%	-60%
Affordable Housing	-	-	-	-	331,836	0%	0%
Community Endowment	140,012	133,048	130,901	115,833	113,533	-2%	-19%
Water & Sewer	22,027,070	29,513,203	30,715,690	48,459,527	46,802,797	-3%	112%
Water & Sewer Capital Projects	6,925,622	-	-	-	-	0%	-100%
Golf	201,584	205,981	190,839	-	-	0%	-100%
Vehicle Maintenance	4,086,591	4,548,142	4,454,922	7,016,416	7,543,636	8%	85%
Self Insurance	13,568,173	15,956,350	16,027,697	16,835,004	17,155,600	2%	26%
Information Technology	3,101,527	3,778,930	4,266,333	8,145,668	7,766,008	-5%	150%
Subtotal Other Funds	**$ 62,679,564**	**$ 73,769,531**	**$ 62,389,653**	**$ 95,966,922**	**$ 97,127,825**	**1%**	**55%**
Total Budgeted Funds	**$182,291,200**	**$204,858,376**	**$195,688,879**	**$236,390,826**	**$235,323,763**	**-0.5%**	**29%**

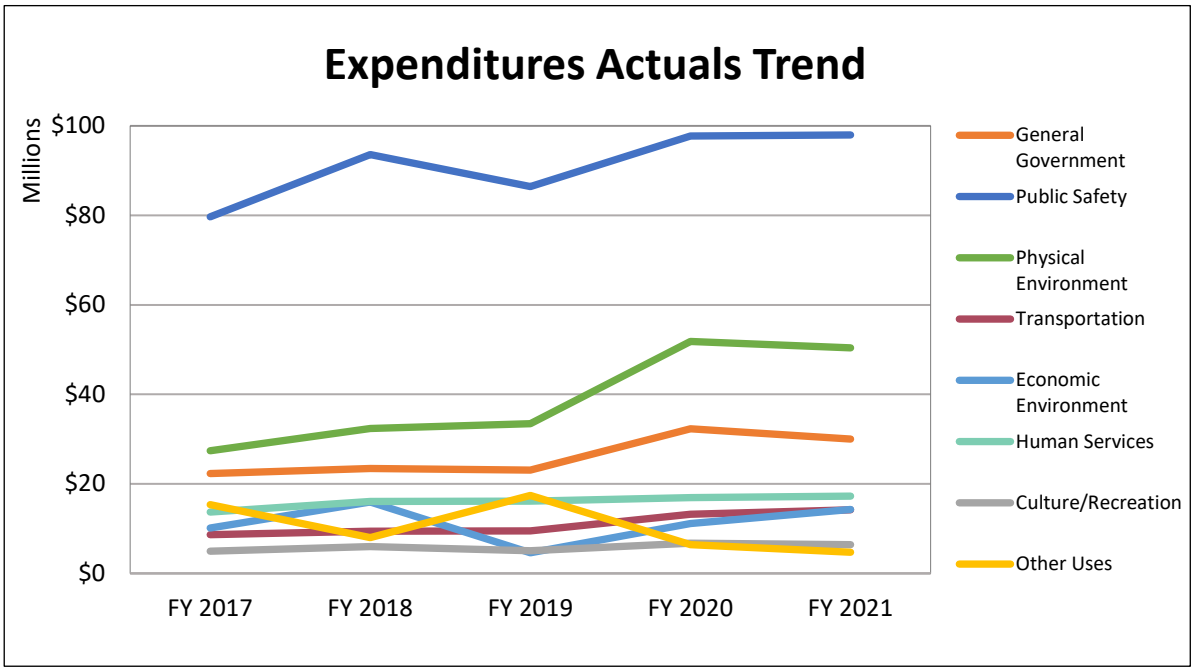
EXPENDITURES BY FUNCTION
FIVE YEAR BUDGET TREND

Function	FY 2017 Original Budget	FY 2018 Original Budget	FY 2019 Original Budget	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- 5 Yr
General Government	$ 26,229,344	$ 27,815,499	$ 29,355,650	$ 32,315,269	$ 30,000,139	13%	14%
Public Safety	83,922,110	88,494,316	92,814,808	97,748,761	97,972,645	42%	17%
Physical Environment	43,931,275	47,563,798	52,972,629	51,830,178	50,410,110	21%	15%
Transportation	10,510,619	11,249,247	11,511,045	13,189,299	14,209,575	6%	35%
Economic Environment	30,069,594	23,648,174	11,175,520	11,175,836	14,325,731	6%	-52%
Human Services	14,315,468	14,882,704	16,099,497	16,950,837	17,269,133	7%	21%
Culture/Recreation	7,667,391	8,277,249	6,847,923	6,752,150	6,404,040	3%	-16%
Other Uses	14,085,707	6,417,775	6,105,886	6,428,496	4,732,390	2%	-66%
Total Budgeted Funds	**$ 230,731,508**	**$ 228,348,762**	**$ 226,882,958**	**$ 236,390,826**	**$ 235,323,763**	**100%**	**2%**



EXPENDITURES BY FUNCTION
FIVE YEAR ACTUALS TREND

Function	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- 5 Yr
General Government	$ 22,313,684	$ 23,408,509	$ 23,061,275	$ 32,315,269	$ 30,000,139	13%	34%
Public Safety	79,677,567	93,580,910	86,442,980	97,748,761	97,972,645	42%	23%
Physical Environment	27,407,827	32,371,115	33,431,786	51,830,178	50,410,110	21%	84%
Transportation	8,654,310	9,397,816	9,474,437	13,189,299	14,209,575	6%	64%
Economic Environment	10,169,301	15,958,909	4,608,839	11,175,836	14,325,731	6%	41%
Human Services	13,708,185	16,089,398	16,158,598	16,950,837	17,269,133	7%	26%
Culture/Recreation	4,963,881	6,024,494	5,085,821	6,752,150	6,404,040	3%	29%
Other Uses	15,396,446	8,027,224	17,425,144	6,428,496	4,732,390	2%	-69%
Total Budgeted Funds	**$ 182,291,200**	**$ 204,858,376**	**$ 195,688,879**	**$ 236,390,826**	**$ 235,323,763**	**100%**	**29%**



DEBT SERVICE SCHEDULE

		FY 2020	FY 2021		
	Final Payment	Original Budget	Principal	Interest	Total Budget
GENERAL FUND					
General Obligation Debt (GO)					
GO Parks, Series 1999 (Refunding 2008B)	7/1/2020	$151,229	$0	$0	$0
GO Fire Bonds, Series 2006 (Refunding 2015)	8/1/2031	$964,079	$725,000	$235,690	$960,690
GO Open Space, Series 2006 (Refunding 2015)	8/1/2026	$1,675,113	$1,475,000	$203,721	$1,678,721
Revenue Bonds					
PI Revenue Bonds, Series 2004	12/1/2019	$863,252	$0	$0	$0
Total General Fund		$3,653,673	$2,200,000	$439,411	$2,639,411
CRA FUND					
Revenue Bonds					
CRA Bonds, Series 2010 (Refunding 2013A, 2013B)	12/10/2025	$1,737,782	$1,480,544	$249,322	$1,729,866
WATER & SEWER FUND					
Revenue Bonds, Enterprise Fund					
W&S Revenue Bonds, Series 2003 (Refunding 2013)	10/1/2021	$2,119,919	$1,960,000	$154,175	$2,114,175
W&S Revenue Bonds, Series 2010 (Refunding 2019)	10/1/2040	$3,077,270	$0	$1,611,255	$1,611,255
W&S Revenue Bonds, Series 2011 (Refunding 2020)	10/1/2041	$2,704,042	$0	$1,468,786	$1,468,786
W&S Revenue Bonds, Series 2012	10/1/2042	$1,137,076	$215,000	$920,626	$1,135,626
State Revolving Fund (SRF) Loan					
State Revolving Fund (SRF) Loan, 2013	9/15/2033	$271,920	$203,150	$68,770	$271,920
Total Water & Sewer Funds		$9,310,227	$2,378,150	$4,223,612	$6,601,762
Total Budgeted Debt Service		**$14,701,682**	**$6,058,694**	**$4,912,345**	**$10,971,039**

INTERFUND TRANSFERS SCHEDULE

Fund	Transfer From	Transfer To
General Fund	$4,692,390	$75,000
Capital Projects Fund*	$75,000	$1,744,000
Community Redevelopment Agency		$2,908,390
General Govt Impact Fee Fund	$40,000	
Vehicle Maintenance Fund		$80,000
Total Transfers	**$4,807,390**	**$4,807,390**

* Fund not budgeted within the Town of Davie Annual Budget.

SUMMARY OF POSITION CHANGES
FY 2020 AMENDED BUDGET TO FY 2021 BUDGET

Department or Division	Position	Positions FY 2020	Positions FY 2021	Variance FY 2020 to FY 2021	Total Net Variance for Dept/Div
Budget & Finance	Deputy Budget & Finance Director	1	0	**-1**	**-1**
Town Attorney's Office	Town Attorney*	2	1	**-1**	**-1**
Net Change to Budgeted Positions				**-2**	**-2**

* A temporary, second Town Attorney position was budgeted for FY 2020 for a four week period for the possible overlap of the retiring attorney with the new attorney, if deemed necessary.

BUDGETED POSITIONS BY FISCAL YEAR

Department or Division Position Title	Amended Funded Positions FY 2016	Amended Funded Positions FY 2017	Amended Funded Positions FY 2018	Amended Funded Positions FY 2019	Amended Funded Positions FY 2020	Funded Positions FY 2021
Administration Department						
Mayor	1	1	1	1	1	1
Council Members	4	4	4	4	4	4
Town Administrator	1	1	1	1	1	1
Deputy Town Administrator	1	1	1	1	1	1
Assistant Town Administrator	1	1	1	1	1	1
Administrative Aide	2	3	3	3	3	3
Fleet Manager	0	1	1	1	1	1
Intergovernmental Affairs Coordinator	1	0	0	0	0	0
Intergovernmental Affairs Manager	0	1	1	1	1	1
Public Relations Assistant	1	2	1	1	1	1
Public Relations Assistant PT	0	0	0	0	1	1
Public Relations Coordinator	1	1	1	1	1	1
Secretary (Confidential)	1	0	0	0	0	0
Department Subtotal	**14**	**16**	**15**	**15**	**16**	**16**
Town Attorney's Office						
Assistant Town Attorney	0	0	0	0	1	1
Attorney	1	1	1	1	0	0
Paralegal	0	0	0	0	1	1
Secretary (Confidential)	1	1	0	0	0	0
Secretary PT (Confidential)	0	0	1	1	0	0
Town Attorney	1	1	1	1	2	1
Department Subtotal	**3**	**3**	**3**	**3**	**4**	**3**
Police Department						
Administrative Aide	1	1	1	1	1	1
Administrative Secretary	4	4	3	3	3	3
Animal Enforcement Officer	1	1	1	1	1	1
Assistant Police Chief	1	1	1	1	1	1
Background Investigator	0	0	0	1	1	1
Background Investigator PT	0	0	0	0	1	1
Chief Landscape Inspector	0	0	0	0	1	1
Chief of Police	1	1	1	1	2	2
Clerk Typist II PT	1	1	1	1	1	1
Code Compliance Inspector	3	4	4	4	4	4
Code Compliance Inspector II	1	1	1	1	1	1
Code Compliance Inspector PT	0	1	1	1	1	1
Code Compliance Official	1	1	1	1	1	1
Code Compliance Supervisor	1	1	1	1	1	1
Community Service Aide	10	10	10	9	9	9
Crime Analyst	2	2	2	2	2	2
Crime Scene Technician	3	3	3	3	3	3
Dispatch Supervisor	1	1	1	1	1	1
Dispatcher	13	13	13	13	13	13
Facility Manager	0	0	1	1	1	1
Finance Clerk I	1	1	1	1	1	1

BUDGETED POSITIONS BY FISCAL YEAR

Department or Division Position Title	Amended Funded Positions FY 2016	Amended Funded Positions FY 2017	Amended Funded Positions FY 2018	Amended Funded Positions FY 2019	Amended Funded Positions FY 2020	Funded Positions FY 2021
Finance Clerk II	1	1	1	1	1	1
Human Resources Coordinator	2	2	2	1	1	1
Logistics Specialist	1	0	0	0	0	0
Logistics Supervisor	0	1	1	1	1	1
Office Supervisor	1	1	2	2	2	2
Police Captain	3	3	0	0	4	4
Police Lieutenant	6	6	7	7	7	7
Police Major	0	0	3	3	0	0
Police Officer	159	161	168	172	173	173
Police Officer Reserve	0	0	0	10	10	10
Police Programs Specialist	1	1	1	1	1	1
Police Sergeant	20	21	21	22	22	22
Police Support Technician	3	3	4	4	4	4
Property Clerk	2	2	2	2	2	2
Property Supervisor	1	1	1	1	1	1
Public Relations Coordinator	0	0	0	0	1	1
Records Manager	0	1	1	1	1	1
Records Specialist	9	9	9	9	9	9
Records Supervisor	1	1	1	1	1	1
Recreation Attendant PT	2	2	2	2	2	2
School Resource Officer Contractual	2	2	2	3	3	3
Traffic Infraction Enforcement Officer	1	1	1	1	1	1
Victim Advocate	1	1	1	1	1	1
Department Subtotal	**261**	**267**	**277**	**292**	**298**	**298**
Fire Rescue Department						
Administrative Aide	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1
Assistant Fire Chief	2	3	3	3	3	3
Clerk Typist I	1	1	1	0	0	0
Clerk Typist II	3	2	2	2	2	2
Deputy Fire Chief	1	0	0	0	0	0
Emergency Manager	0	1	1	1	1	1
Finance Clerk I	0	0	0	0	1	1
Finance Clerk I PT	0	0	0	1	0	0
Fire Battalion Chief	12	12	12	12	12	12
Fire Captain	25	25	28	28	32	32
Fire Chief	1	1	1	1	1	1
Fire Driver Engineer	28	28	28	31	31	31
Fire Inspector	3	3	4	4	4	4
Fire Inspector Supervisor	1	1	1	1	1	1
Fire Lieutenant	21	21	21	21	21	21
Fire Marshal	1	1	1	1	1	1
Fire Rescue Service Aide	2	2	2	2	2	2
Fire Support Services Coordinator	1	1	1	1	1	1
Firefighter/Paramedic	70	71	68	71	67	67
Secretary	0	1	1	2	2	2
Department Subtotal	**174**	**176**	**177**	**184**	**184**	**184**

BUDGETED POSITIONS BY FISCAL YEAR

Department or Division Position Title	Amended Funded Positions FY 2016	Amended Funded Positions FY 2017	Amended Funded Positions FY 2018	Amended Funded Positions FY 2019	Amended Funded Positions FY 2020	Funded Positions FY 2021
Building Division						
Administrative Secretary	1	1	1	1	1	1
Building Official	1	1	1	1	1	1
Building Plans Examiner	6	6	6	6	6	6
Chief Electrical Inspector	1	1	1	1	1	1
Chief Mechanical Inspector	1	1	1	1	1	1
Chief Plumbing Inspector	1	1	1	1	1	1
Chief Structural Inspector	1	1	1	1	1	1
Electrical Inspector	2	2	2	2	2	2
Office Supervisor	1	1	1	1	1	1
Permit Clerk	5	5	6	6	6	6
Permit Examiner	1	1	1	1	2	2
Structural Inspector	3	3	3	3	4	4
Division Subtotal	**24**	**24**	**25**	**25**	**27**	**27**
Engineering Division						
Administrative Secretary	0	1	1	1	1	1
Administrative Secretary PT	1	0	0	0	0	0
Assistant Town Engineer	1	1	1	1	1	1
Chief Engineering Inspector	1	1	1	1	1	1
Engineer II	0	0	0	1	1	1
Engineer II PT	1	1	1	0	0	0
Engineering Inspector	3	3	3	4	2	2
Permit Clerk	1	1	1	1	1	1
Project Manager	0	0	0	0	1	1
Town Engineer	1	1	1	1	1	1
Division Subtotal	**9**	**9**	**9**	**10**	**9**	**9**
Planning & Zoning Division						
Administrative Secretary	1	1	1	1	1	1
Chief Landscape Inspector	1	1	1	1	0	0
Code Compliance Inspector	0	1	1	1	1	1
Deputy Planning & Zoning Manager	1	1	1	1	1	1
Landscape Inspector PT	0	1	1	0	0	0
Office Supervisor	1	1	1	1	0	0
Permit Clerk	1	1	1	1	1	1
Planner I	2	2	2	2	2	2
Planner II	2	2	2	2	2	2
Planning & Zoning Manager	1	1	1	1	1	1
Revenue Specialist	0	0	0	0	1	1
Division Subtotal	**10**	**12**	**12**	**11**	**10**	**10**
Public Works & Capital Projects Dept.						
Administrative Secretary	1	1	1	1	1	1
Assistant Public Works/Cap. Proj. Director	1	1	1	1	1	1
Clerk Typist I	0	0	1	1	1	1
Clerk Typist I PT	1	1	0	0	0	0
Construction Technician	1	1	1	1	1	1

BUDGETED POSITIONS BY FISCAL YEAR

Department or Division Position Title	Amended Funded Positions FY 2016	Amended Funded Positions FY 2017	Amended Funded Positions FY 2018	Amended Funded Positions FY 2019	Amended Funded Positions FY 2020	Funded Positions FY 2021
Crew Leader	7	7	7	7	7	7
Electrician	0	0	1	1	1	1
Equipment Operator	4	4	4	4	4	4
Maintenance Technician I	26	24	21	21	21	21
Maintenance Technician I, PT	2	2	2	2	2	2
Maintenance Technician II	1	3	5	5	6	6
Maintenance Technician III	1	1	1	1	2	2
Operations & Mgt. Professional I	1	1	1	1	1	1
Operations Supervisor	4	3	3	3	2	2
Project Manager	2	2	2	2	3	3
Public Works/Capital Projects Director	1	1	1	1	1	1
Seasonal Laborer PT	2	2	2	2	2	2
Stormwater Coordinator	0	0	0	0	1	1
Superintendent	2	3	3	3	3	3
Urban Forester	1	1	1	1	1	1
Department Subtotal	**58**	**58**	**58**	**58**	**61**	**61**
Parks, Recreation & Cultural Arts Dept.						
Administrative Secretary	1	1	1	1	1	1
Assistant Parks & Recreation Director	0	1	1	1	1	1
Clerk Typist II	4	4	4	4	4	4
Crew Leader	4	3	4	4	4	4
Events Specialist	0	1	1	1	1	1
Maintenance Tech I	3	3	3	3	3	3
Operations & Mgt. Professional I	1	0	0	0	0	0
Operations Supervisor	0	0	0	0	1	1
Park Ranger FT	1	1	1	1	1	1
Park Ranger PT	9	9	9	9	9	9
Parks, Recreation & Cultural Arts Director	1	1	1	1	1	1
Pool Lifeguard, PT Regular	8	8	7	7	9	9
Pool Lifeguard, PT Seasonal	18	18	18	18	18	18
Pool Lifeguard, BBR PT Seasonal	4	4	4	4	4	4
Pool Lifeguard, PT Will Call	0	0	0	2	2	2
Recreation Attendant PT	9	9	9	9	9	9
Recreation Coordinator	4	5	5	5	5	5
Recreation Leader	4	4	4	4	3	3
Recreation Leader PT	1	1	1	2	2	2
Senior Operations Manager	1	0	0	0	0	0
Sports Specialist PT	1	1	1	0	1	1
Department Subtotal	**74**	**74**	**74**	**76**	**79**	**79**
Human Resources Department						
Administrative Aide	1	1	0	0	0	0
Asst. Human Resources Director	0	1	0	0	0	0
Asst. Risk Management Coordinator	1	0	0	0	0	0
File Clerk PT	0	0	0	1	0	0
Human Resources Analyst	1	0	0	0	0	0
Human Resources Assistant	1	2	2	0	0	0
Human Resources Assistant PT	0	0	0	0	1	1

BUDGETED POSITIONS BY FISCAL YEAR

Department or Division Position Title	Amended Funded Positions FY 2016	Amended Funded Positions FY 2017	Amended Funded Positions FY 2018	Amended Funded Positions FY 2019	Amended Funded Positions FY 2020	Funded Positions FY 2021
Human Resources Coordinator	0	0	1	1	1	1
Human Resources Director	1	1	1	1	1	1
Human Resources Manager	2	3	3	2	2	2
Human Resources Technician	0	0	0	2	2	2
Risk Manager	1	0	1	1	1	1
Department Subtotal	**8**	**8**	**8**	**8**	**8**	**8**
Budget & Finance Department						
Accountant I	1	1	1	1	1	1
Accountant II	1	1	1	1	1	1
Accounting Manager	1	1	2	2	1	1
Assistant Budget & Finance Director	0	0	0	0	1	1
Budget & Finance Director	1	1	1	1	1	1
Budget & Revenue Specialist	1	1	1	1	1	1
Budget Manager	1	1	1	1	1	1
Buyer	2	3	3	3	2	2
Cashier/Receptionist	2	2	2	2	2	2
Clerk Customer Relations I	1	1	1	1	1	1
College Intern PT	1	1	1	1	1	1
Controller	0	0	0	0	1	1
Customer Relations Manager	0	0	0	0	1	1
Customer Relations Supervisor	1	1	1	1	0	0
Deputy Budget & Finance Director	1	1	1	1	1	0
Finance Clerk I	2	2	2	2	2	2
Finance Clerk II	1	1	1	1	1	1
Finance Coordinator	1	1	1	1	1	1
Fixed Asset Specialist PT	1	0	0	0	0	0
Fixed Asset Specialist	0	1	1	1	1	1
Payroll Assistant PT	1	1	1	1	1	1
Payroll Manager	0	0	0	0	1	1
Payroll Supervisor	1	1	1	1	0	0
Payroll Technician	1	1	1	1	1	1
Procurement Coordinator	0	1	1	1	1	1
Procurement Manager	2	1	1	1	1	1
Senior Buyer	0	0	0	0	1	1
Department Subtotal	**24**	**25**	**26**	**26**	**27**	**26**
Town Clerk's Office						
Agenda Specialist	1	1	1	1	1	1
Assistant Town Clerk	0	0	0	0	1	1
Deputy Town Clerk	1	1	1	1	0	0
File Clerk (Confidential) PT	0	0	0	0	1	1
Office Assistant	2	2	1	1	1	1
Records Coordinator	0	0	1	1	1	1
Town Clerk	1	1	1	1	1	1
Department Subtotal	**5**	**5**	**5**	**5**	**6**	**6**

BUDGETED POSITIONS BY FISCAL YEAR

Department or Division Position Title	Amended Funded Positions FY 2016	Amended Funded Positions FY 2017	Amended Funded Positions FY 2018	Amended Funded Positions FY 2019	Amended Funded Positions FY 2020	Funded Positions FY 2021
Information Technology Department						
College Intern PT	1	1	1	1	1	1
Database Analyst	1	1	0	0	0	0
Desktop Support Coordinator	0	2	2	2	2	2
GIS Analyst	0	0	0	0	1	1
GIS Manager	2	1	1	1	1	1
Helpdesk Support Technician	0	1	1	1	1	1
Information Systems Specialist I	1	0	0	0	0	0
Information Systems Specialist II	1	1	1	1	1	1
Information Systems Director	1	1	1	1	1	1
Information Systems Supervisor	1	1	1	1	1	1
IT Applications Manager	0	0	1	1	1	1
IT Project Manager	1	1	1	1	1	1
IT Security Analyst	1	1	1	1	1	1
IT Security Manager	1	1	1	1	1	1
IT System & Support Analyst	0	0	1	1	1	1
MIS Librarian	1	1	1	1	1	1
Network Administrator	1	1	1	1	0	0
Network Support Technician	1	0	0	0	0	0
Secretary PT (Confidential)	0	1	1	1	1	1
Senior Database Administrator	1	1	1	1	1	1
Senior Network Administrator	1	1	1	1	3	3
Systems Analyst	1	1	1	1	1	1
Department Subtotal	**17**	**18**	**19**	**19**	**21**	**21**
Community Services Division						
Community Services Manager	0	0	1	1	1	1
Neighborhood Resource Specialist	2	2	2	2	3	3
Operations & Mgt. Professional I	1	1	0	0	0	0
Secretary	1	1	1	1	1	1
Division Subtotal	**4**	**4**	**4**	**4**	**5**	**5**
Community Redevelopment Agency						
Community Development Director	1	1	0	0	0	0
CRA Coordinator	1	1	0	0	1	1
CRA Director	0	0	1	0	0	0
Davie CRA Consultant PT	1	0	0	0	0	0
Program Manager	1	1	1	1	1	1
Project Manager	1	1	1	1	0	0
Secretary (Confidential)	0	0	1	1	0	0
Department Subtotal	**5**	**4**	**4**	**3**	**2**	**2**
Utilities Department						
Administrative Aide	1	1	1	1	1	1
Administrative Secretary	1	1	1	1	1	1
Assistant Utilities Director	1	1	1	1	1	1
Buyer	0	1	1	1	1	1
Chief Operator	2	2	2	2	2	2

BUDGETED POSITIONS BY FISCAL YEAR

Department or Division Position Title	Amended Funded Positions FY 2016	Amended Funded Positions FY 2017	Amended Funded Positions FY 2018	Amended Funded Positions FY 2019	Amended Funded Positions FY 2020	Funded Positions FY 2021
Field Customer Service	2	2	2	2	2	2
Lead Operator	2	2	2	2	2	2
Lift Station Operator	4	4	3	3	2	2
Lift Station Operator II	0	0	1	1	2	2
Meter Technician	1	1	1	1	1	1
Operations Manager	0	0	0	2	2	2
Plant Operator I	15	11	11	11	9	9
Plant Operator II	8	11	11	11	13	13
Plant Operator Will Call	0	0	0	8	8	8
Project Manager	1	1	1	1	1	1
Regulatory Technician	0	1	1	0	0	0
Regulatory Technician PT	1	0	0	0	0	0
Superintendent of Operations, Utility	1	1	1	1	1	1
Utility Compliance & Efficiency Manager	1	1	1	1	1	1
Utilities Compliance Specialist	0	0	0	1	1	1
Utilities Field Technicians I /Trainees	7	7	7	7	7	7
Utilities Field Technician II	2	2	2	2	2	2
Utilities Director	1	1	1	1	1	1
Utilities Electro-Technician	0	1	1	1	1	1
Utilities Maintenance Mechanic	2	3	2	2	2	2
Utilities Maintenance Supervisor	2	2	3	3	3	3
Department Subtotal	**55**	**57**	**57**	**67**	**67**	**67**
Positions Subtotal	**745**	**760**	**773**	**806**	**824**	**822**
Retiree benefits budgeted through payroll	1	2	2	2	2	1
TOTAL BUDGETED POSITIONS	**746**	**762**	**775**	**808**	**826**	**823**

BUDGETED POSITIONS BY FISCAL YEAR

Department or Division Position Title	Amended Funded Positions FY 2016	Amended Funded Positions FY 2017	Amended Funded Positions FY 2018	Amended Funded Positions FY 2019	Amended Funded Positions FY 2020	Funded Positions FY 2021

Summary of amendments to the list of funded positions by fiscal year:

FY 2016 Amendments: 1) Add 12 grant-funded firefighter/paramedic positions in the Fire Rescue Department; 2) Eliminate 1 Regulatory Technician PT in the Utilities Department after 6 months of funding; 3) Transfer one Plant Operator I position from the water division to the wastewater division in the Utilities Department; 4) Eliminate 1 Building Plans Examiner and add one Electrical Inspector in the Building Division; 5) Add 1 Project Manager to the CRA; 6) Add 1 temporary GIS Manager for 11 weeks to the IT Department; 7) Restore Regulatory Technician PT position previously reduced to 6 months in the Utilities Department; 8) Eliminate Plant Operator Trainee PT position in the Utilities Department after 6 months of funding; 9) Eliminate 1 Grants Coordinator in Community Services Division and add 1 Neighborhood Resource Specialist; 10) Replace 1 Administrative Aide in Town Attorney's Office with 1 Secretary (Confidential); and 11) Replace 1 Maintenance Technician Will-Call in Public Works with 1 Maintenance Technician PT.

FY 2017 Amendments: 1) Eliminate 1 Secretary (Confidential) and add 1 Administrative Aide in Administration; 2) Eliminate 1 Administrative Secretary PT and add 1 Administrative Secretary in Engineering; 3) Eliminate 1 Logistics Specialist and add 1 Logistics Supervisor in the Police Department; 4) Add 1 Landscape Inspector PT in Planning & Zoning; 5) Add one Buyer in Utilities; and 6) Eliminate 1 Deputy Fire Chief, add 1 Emergency Manager and add 1 Firefighter/Paramedic in Fire-Rescue.

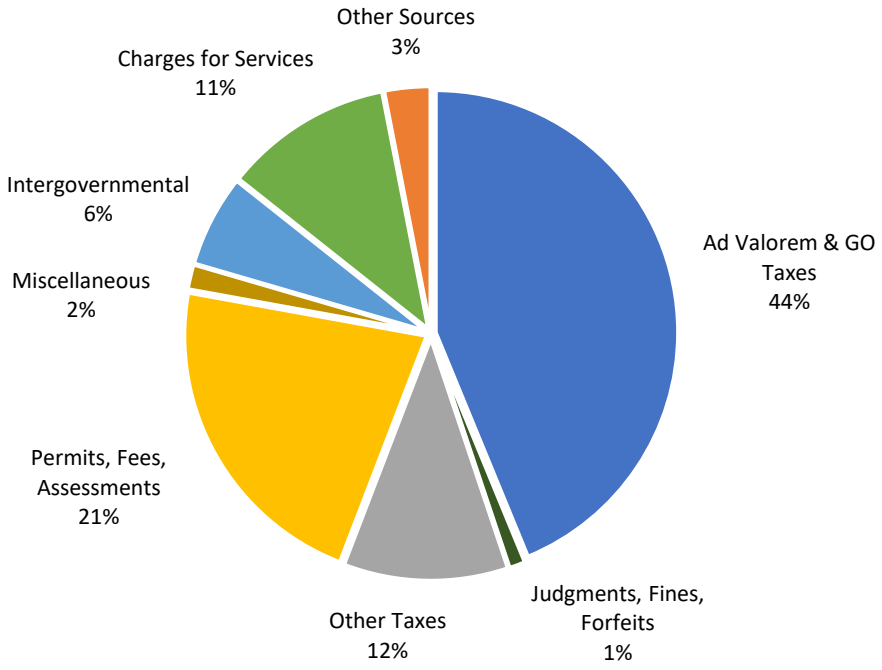
FY 2018 Amendments: 1) Add 5 Police Officers and 1 Police Lieutenant in the Police Department; 2) Add 1 Risk Manager and eliminate 1 HR Manager in Human Resources; 3) Add 1 IT System & Support Analyst and eliminate 1 Database Analyst in the Information Technology Department.

FY 2019 Amendments: 1) Add 1 Engineer II and eliminate 1 Engineer II PT in Engineering; 2) Add 1 Secretary and eliminate 1 Clerk Typist I in Fire-Rescue; 3) Add 1 Recreation Leader PT and eliminate 1 Sports Specialist PT in Parks, Recreation & Cultural Arts; 4) Eliminate 1 Landscape Inspector PT in Planning & Zoning; 5) Add 1 Utilities Compliance Specialist, 2 Operations Managers, and 8 Plant Operator Will-Call and eliminate 1 Regulatory Technician in the Utilities Department; and 6) Add 1 Background Investigator and eliminate 1 Human Resources Coordinator in the Police Department.

FY 2020 Amendments: 1) Add 1 Senior Buyer and eliminate 1 Buyer in Budget and Finance; 2) Add 1 Finance Clerk I and eliminate 1 Finance Clerk I PT in Fire Rescue; 3) Add 1 Revenue Specialist and eliminate 1 Office Supervisor in Planning & Zoning; 4) Add 1 Project Manager in Public Works; 5) Add 1 Assistant Town Attorney, add 1 Paralegal, eliminate 1 Attorney, and eliminate 1 Secretary PT (Confidential) in the Town Attorney's Office; 6) Add 1 CRA Coordinator and eliminate 1 Secretary (Confidential) in CRA; 7) Eliminate 2 Broward College funded Police Officer positions in Police Department; 8) Add temporary second Chief of Police in Police Department; 9) Add 1 Maintenance Technician III and eliminate 1 Operations Supervisor in Public Works.

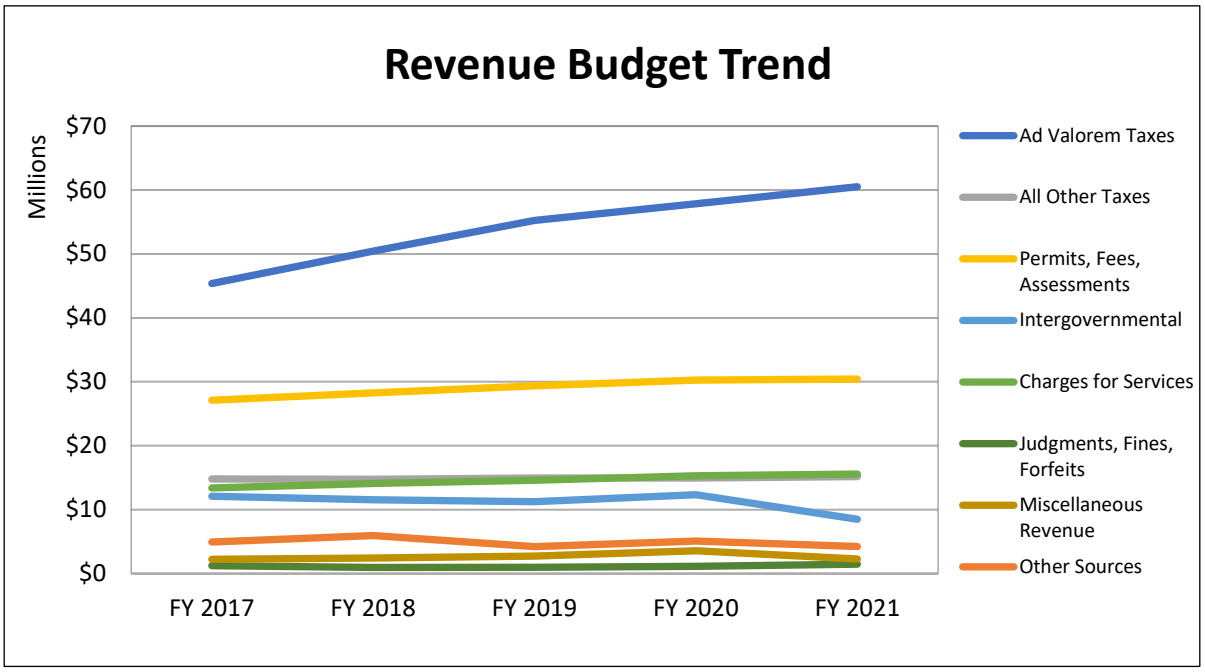
GENERAL FUND REVENUES BY SOURCE

Revenue Source	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- Prior Yr
Ad Valorem Taxes	$ 46,328,369	$ 51,934,473	$ 55,051,159	$ 57,875,775	42%	5%
General Obligation Taxes	4,577,325	3,560,450	2,790,955	2,639,005	2%	-5%
Local Option Taxes	1,817,584	1,842,833	1,856,000	2,381,804	2%	28%
Utility Services Taxes	8,932,428	9,192,054	9,136,000	9,180,000	7%	0%
Other General Taxes	4,314,907	4,204,112	3,940,000	3,609,000	3%	-8%
Permits, Fees, Spec. Asmts.	31,647,588	36,634,551	30,255,495	30,433,414	21%	1%
Intergovernmental	12,158,677	12,307,170	12,338,127	8,501,312	6%	-31%
Charges for Services	14,718,519	15,044,938	15,297,110	15,567,203	11%	2%
Judgments, Fines, Forfeits	1,006,035	1,533,914	1,113,400	1,473,400	1%	32%
Miscellaneous	2,272,848	4,828,186	3,570,913	2,291,756	2%	-36%
Other Sources	2,477,072	2,904,752	5,074,745	4,243,269	3%	-16%
Total Revenues	**$ 130,251,351**	**$ 143,987,433**	**$ 140,423,904**	**$ 138,195,938**	**100%**	**-2%**



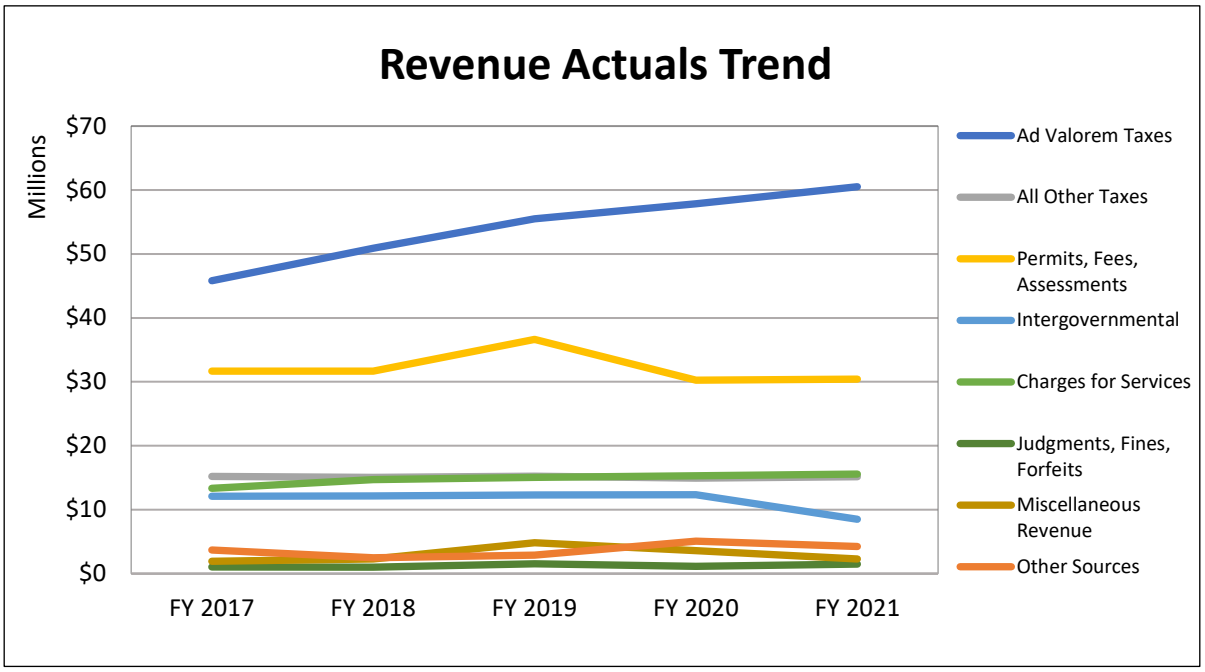
GENERAL FUND REVENUES BY SOURCE
FIVE YEAR BUDGET TREND

Revenue Source	FY 2017 Original Budget	FY 2018 Original Budget	FY 2019 Original Budget	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Yr	+/- 5 Yr
Ad Valorem Taxes	$ 45,374,634	$ 50,460,973	$ 55,234,745	$ 57,842,114	$ 60,514,780	5%	33%
Local Option Taxes	1,752,970	1,829,815	1,879,825	1,856,000	2,381,804	28%	36%
Utility Services Taxes	8,589,500	8,811,500	9,200,000	9,136,000	9,180,000	0%	7%
Other General Taxes	4,444,875	4,113,700	3,892,000	3,940,000	3,609,000	-8%	-19%
Permits, Fees, Spec. Asmts	27,120,572	28,247,416	29,379,038	30,255,495	30,433,414	1%	12%
Intergovernmental	12,109,554	11,530,247	11,260,426	12,338,127	8,501,312	-31%	-30%
Charges for Services	13,399,137	14,079,961	14,597,076	15,297,110	15,567,203	2%	16%
Judgments, Fines, Forfeits	1,220,600	961,400	972,400	1,113,400	1,473,400	32%	21%
Miscellaneous	2,237,412	2,441,188	2,730,328	3,570,913	2,291,756	-36%	2%
Other Sources	4,958,249	5,950,228	4,221,797	5,074,745	4,243,269	-16%	-14%
Total Revenues	**$ 121,207,503**	**$ 128,426,428**	**$ 133,367,635**	**$ 140,423,904**	**$ 138,195,938**	**-2%**	**14%**



GENERAL FUND REVENUES BY SOURCE
FIVE YEAR ACTUALS TREND

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- Prior Yr	+/- 5 Yr
Ad Valorem Taxes	$ 45,810,589	$ 50,905,694	$ 55,494,923	$ 57,842,114	$ 60,514,780	5%	32%
Local Option Taxes	1,792,539	1,817,584	1,842,833	1,856,000	2,381,804	28%	33%
Utility Services Taxes	8,630,327	8,932,428	9,192,054	9,136,000	9,180,000	0%	6%
Other General Taxes	4,801,569	4,314,907	4,204,112	3,940,000	3,609,000	-8%	-25%
Permits, Fees, Spec. Asmts	31,680,679	31,647,588	36,634,551	30,255,495	30,433,414	1%	-4%
Intergovernmental	12,120,423	12,158,677	12,307,170	12,338,127	8,501,312	-31%	-30%
Charges for Services	13,340,736	14,718,519	15,044,938	15,297,110	15,567,203	2%	17%
Judgments, Fines, Forfeits	1,025,546	1,006,035	1,533,914	1,113,400	1,473,400	32%	44%
Miscellaneous	1,927,906	2,272,848	4,828,186	3,570,913	2,291,756	-36%	19%
Other Sources	3,679,467	2,477,072	2,904,752	5,074,745	4,243,269	-16%	15%
Total Revenues	**$ 124,809,781**	**$ 130,251,351**	**$ 143,987,433**	**$ 140,423,904**	**$ 138,195,938**	**-2%**	**11%**



GENERAL FUND REVENUES BY SOURCE - DETAILED

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Ad Valorem - Operating					
3110100 - Ad Valorem	$46,287,954	$51,920,789	$55,046,159	$55,316,888	$57,870,775
3110200 - Ad Valorem-Ad Valorem Delinquent	$40,414	$13,684	$5,000	($21,134)	$5,000
Ad Valorem - Operating Totals	**$46,328,369**	**$51,934,473**	**$55,051,159**	**$55,295,754**	**$57,875,775**
Ad Valorem - Debt Service					
3110500 - Ad Valorem-Ad Valorem Open Space	$742,437	$746,986	$0	($14)	$0
3110501 - Ad Valorem-Open Spc $25M GO 2006	$1,688,563	$1,691,935	$1,674,765	$1,683,083	$1,678,430
3110600 - Ad Valorem-Public Safety	$37	$0	$0	$0	$0
3110601 - Ad Valorem 1998 Prks	$1,174,530	$153,437	$151,630	$152,294	$0
3110602 - Ad Val-Pub Safety GO Fire 2006	$971,759	$968,091	$964,560	$969,294	$960,575
Ad Valorem - Debt Service Totals	**$4,577,325**	**$3,560,450**	**$2,790,955**	**$2,804,656**	**$2,639,005**
Local Option Taxes					
3123008 - Mass Transit Gas Tax	$126,636	$128,593	$123,000	$77,144	$115,000
3124109 - Local Option Fuel Tax	$1,690,948	$1,714,240	$1,733,000	$1,022,929	$1,444,000
3126001 - Transportation Surtax Revenue	$0	$0	$0	$0	$822,804
Local Option Taxes Totals	**$1,817,584**	**$1,842,833**	**$1,856,000**	**$1,100,073**	**$2,381,804**
Utility Services Taxes					
3141703 - FPL Utility Service Tax	$8,749,753	$8,992,122	$8,950,000	$6,512,254	$9,000,000
3144010 - Peoples Gas	$10,868	$9,078	$11,000	$22,123	$11,000
3144011 - Boyes Gas	$12,275	$8,466	$10,000	$9,102	$9,000
3148015 - Amerigas	$79,781	$78,014	$80,000	$49,214	$75,000
3148019 - ACME (Suburban Propane)	$15,484	$15,279	$15,000	$9,015	$15,000
3149000 - Misc Utility Taxes	$64,267	$89,096	$70,000	$68,510	$70,000
Utility Services Taxes Totals	**$8,932,428**	**$9,192,054**	**$9,136,000**	**$6,670,217**	**$9,180,000**
Other General Taxes					
3150101 - Communications Services Tax	$3,155,834	$3,001,580	$2,790,000	$1,946,521	$2,434,000
3150102 - Comm Svc Tax-CST-DOR Audit Adj	$32,893	$17,744	$0	$0	$0
3160602 - Local Business Tax - Town	$1,022,722	$1,080,060	$1,050,000	$1,177,565	$1,075,000
3161002 - Local Business Tax - County	$103,458	$104,727	$100,000	$49,291	$100,000
Other General Taxes Totals	**$4,314,907**	**$4,204,112**	**$3,940,000**	**$3,173,378**	**$3,609,000**
Permits, Fees and Special Assessments					
3221101 - Building Permits	$6,632,074	$8,930,272	$4,000,000	$3,754,661	$4,000,000
3221102 - Engineering Permits	$1,447,666	$2,169,164	$1,785,000	$3,116,932	$1,900,000
3231603 - FPL Franchise Fee	$6,508,032	$6,698,010	$6,737,000	$3,710,413	$6,270,000
3234001 - Franchise Fee - Nat Gas, TECO/People's	$85,375	$84,360	$84,000	$47,590	$84,000
3237605 - Waste Mgt / Residential FF	$1,157,168	$1,122,242	$1,175,500	$1,355,072	$1,209,694
3237610 - Waste Mgt / Commercial FF	$2,447,789	$2,593,931	$2,585,000	$2,019,550	$2,545,000
3239608 - Towing FF	$125,000	$125,000	$125,000	$68,750	$120,000
3239609 - Paradise Trash Hauler FF	$4,322	$5,186	$5,200	$3,889	$5,200
3252010 - Solid Waste Assessment (HHW)	$0	$82,051	$114,000	$110,034	$225,777
3252100 - Fire Assessment	$11,994,539	$12,600,638	$12,623,465	$12,780,242	$12,988,623

GENERAL FUND REVENUES BY SOURCE - DETAILED

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
3252101 - Fire Assessment Delinq.	$2,687	$1,332	$2,000	$651	$1,500
3252104 - Fire, Res New Constr Spec Assess	$175,720	$296,230	$115,000	$155,878	$200,000
3290005 - Parking	$23,772	$17,957	$25,000	$5,742	$20,000
3290006 - Special Event Permit Revenue	$1,594	$3,235	$3,000	$1,263	$3,000
3290007 - Security Services Fees	$0	$0	$0	$0	$27,120
3290013 - Tree Preservation	$11,715	$274,585	$10,000	$241,196	$10,000
3290015 - Landscape Inspection & Permit Fees	$58,482	$76,096	$63,000	$91,091	$100,000
3290020 - Fire CO Safety Inspection	$30,174	$22,660	$25,500	$13,315	$23,000
3290021 - Education & Training Fee	$106,002	$165,132	$71,000	$55,236	$71,000
3290022 - Technology Fee	$227,160	$387,805	$139,000	$159,546	$139,000
3290060 - Stormwater Pollution Prevention	$500	$0	$500	$0	$500
3290078 - Cost Recovery Revenue	$49,337	$79,751	$60,830	$47,607	$60,000
3290110 - Building Overtime Fee	$179,685	$267,534	$140,000	$137,560	$140,000
3290111 - Engineering Overtime Fee	$14,403	$19,607	$11,000	$13,815	$25,000
3291102 - Zoning Fees	$161,109	$324,381	$125,000	$130,735	$100,000
3291104 - Development Review	$130,063	$215,505	$130,500	$125,051	$55,000
3293001 - Personally Assigned Police Vehicle Fee	$73,221	$71,890	$100,000	$91,793	$110,000
Permits, Fees, Special Assmnts Totals	**$31,647,588**	**$36,634,551**	**$30,255,495**	**$28,237,612**	**$30,433,414**
Intergovernmental					
3310100 - Federal Grants	$1,184,160	$421,481	$449,932	$15,797	$136,772
3310101 - FEMA Grants	$0	$448,281	$0	$8,629,365	$0
3340100 - State Grants	$31,789	$52,997	$199,640	$516,446	$25,000
3351209 - State Revenue Sharing	$3,363,974	$3,536,598	$3,560,000	$2,420,394	$2,487,000
3351409 - Mobile Home Licenses	$86,014	$89,732	$87,000	$85,542	$87,000
3351509 - Alcohol Beverage Licenses	$44,369	$45,250	$43,000	$39,223	$37,000
3351809 - Half Cent Sales Tax	$6,819,088	$6,904,287	$7,012,000	$4,797,767	$5,514,000
3352109 - FF Supplemental Compensation	$61,294	$87,336	$67,000	$34,195	$75,000
3354900 - Transportation Maintenance Revenue	$108,479	$111,734	$115,088	$0	$118,540
3359001 - Seminole Compact Revenue Sharing	$275,830	$325,554	$0	$218,439	$0
3370100 - Grants from Local Units	$0	$0	$0	$0	$21,000
3370101 - Mass Transit Grant	$140,794	$148,923	$547,742	$450	$0
3370102 - Mass Transit/SFEC Pass Through	$42,885	$134,995	$256,725	$0	$0
Intergovernmental Totals	**$12,158,677**	**$12,307,170**	**$12,338,127**	**$16,757,619**	**$8,501,312**
Charges for Services					
3410001 - Legal Services	$28,020	$32,490	$30,000	$26,185	$30,000
3410063 - Program Income	$0	$5,839	$0	$0	$0
3411117 - Other Misc. Building Revenue	$4,538	$6,429	$5,000	$866	$5,000
3413000 - Misc Fees General Gov't	$856,583	$674,576	$721,500	$548,682	$709,800
3413001 - Waste Management Admin Fee	$150,000	$150,000	$150,000	$150,000	$100,000
3413002 - Sun Bergeron Disposal Rev Sharing Fee	$253,692	$0	$0	$0	$0
3413011 - Administrative Fees	$502,341	$573,278	$642,373	$535,311	$609,647
3413062 - Registration Fees	$1,000	$800	$800	$400	$800
3419010 - Shenandoah Street Lights	$2,035	$2,035	$2,035	$1,526	$2,035
3421008 - School Resource Program	$297,298	$692,900	$686,400	$758,940	$775,320

GENERAL FUND REVENUES BY SOURCE - DETAILED

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
3421009 - Police Service - NSU Contract	$668,005	$857,100	$792,886	$602,608	$855,037
3421010 - Broward College Svc Contract	$355,680	$358,348	$366,350	$274,763	$0
3421012 - Police Services	$454,705	$446,752	$480,975	$134,418	$486,624
3421013 - Police Special Detail	$1,257,751	$1,241,769	$1,320,000	$999,405	$1,400,000
3421014 - PD Overtime Reimbursement	$83,169	$25,990	$100,000	$13,075	$50,000
3421015 - Witness Fees/Court Liaison	$1,197	$1,985	$1,500	$931	$1,500
3421030 - Alarm Registration	$23,978	$34,597	$25,000	$10,388	$25,000
3422014 - Fire Special Detail	$125,737	$103,026	$140,750	$48,048	$117,000
3422016 - Fire Prevention Service	$36,075	$52,813	$20,000	$41,244	$35,000
3422018 - Contractual Services SW Ranches	$5,725,004	$5,904,250	$6,169,941	$5,757,812	$6,447,589
3425017 - Annual Fire Inspections	$891,334	$666,088	$390,000	$359,221	$390,000
3426001 - EMS Transport Revenue	$2,174,869	$2,387,413	$2,300,000	$1,828,881	$2,645,351
3429000 - Gun Range User Fees	$2,250	$4,000	$1,500	$5,500	$4,000
3429021 - EMS Community Programs	$11,593	$18,527	$4,500	$3,377	$4,500
3437001 - PW Overtime Reimbursement	$12,942	$16,152	$30,000	$13,981	$20,000
3437016 - Tree Legacy	$150	$0	$0	$0	$0
3472023 - Adult Sports	$11,638	$23,170	$20,000	$14,270	$20,000
3472025 - Day Camp Registration	$86,449	$78,594	$88,000	$4,432	$84,000
3472027 - Football/Cheerleading Revenue	$24,518	$23,697	$30,000	$224	$25,000
3472028 - Baseball Revenue	$45,490	$42,885	$50,000	$13,050	$45,000
3472030 - Soccer Revenue	$83,113	$89,210	$100,000	$33,565	$90,000
3472032 - Miscellaneous Recreation	$20,848	$21,523	$32,000	$11,077	$25,000
3472036 - Recreational Classes	$31,335	$25,998	$35,000	$38,357	$40,000
3472037 - Pool Admissions Daily	$33,601	$30,924	$40,000	$6,231	$35,000
3472038 - Pool Memberships	$12,578	$11,375	$15,000	$14,645	$13,000
3472039 - Aquatics Classes	$149,209	$125,123	$145,000	$40,130	$145,000
3472040 - Fitness Room Daily	$1,548	$3,112	$4,000	$635	$4,000
3472041 - Fitness Instruction	$2,955	$5,262	$3,500	$4,872	$6,000
3472042 - PIMPC Rentals	$9,830	$12,954	$10,000	$6,452	$11,000
3472045 - Pool & Fitness Room Daily	$4,321	$3,511	$4,500	$1,922	$4,500
3472046 - Pool & Fitness Room Membership	$79,115	$80,314	$80,000	$52,215	$80,000
3472047 - Hockey Rinks	$5,400	$16,210	$5,000	$2,000	$0
3472048 - Basketball	$24,091	$22,475	$44,100	($950)	$30,000
3472049 - Sports Camp	$1,398	$2,521	$5,000	$0	$5,000
3472050 - Skateboard Area	$1,448	$778	$2,500	$266	$2,000
3472051 - Robbins Lodge Rental Revenue	$85,182	$71,502	$80,000	$18,673	$80,000
3472052 - Tournament Fees	$27,840	$57,165	$50,000	$16,635	$50,000
3472058 - PIMPC Daily Fees	$7,686	$6,768	$12,000	$5,299	$8,500
3474033 - Special Events	$48,980	$32,712	$60,000	$29,923	$50,000
Charges for Services Totals	**$14,718,519**	**$15,044,938**	**$15,297,110**	**$12,429,482**	**$15,567,203**
Judgments, Fines and Forfeits					
3511001 - Court Fines	$467,662	$803,520	$500,000	$453,986	$750,000
3513001 - Red Light Camera Violtns, Court Fines	$85,481	$124,395	$85,000	$89,007	$125,000
3515001 - Police Education, $2 Penalty	$13,792	$21,921	$13,000	$14,023	$23,000
3519100 - Restitutions	$0	$300	$200	$312	$200

GENERAL FUND REVENUES BY SOURCE - DETAILED

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
3519101 - Seized Tag Revenue	$100	$300	$200	$267	$200
3541105 - Alarm Violations	$51,502	$104,775	$90,000	$96,548	$110,000
3541106 - Pretrial Diversion Program	$25,935	$32,250	$20,000	$16,375	$20,000
3541109 - Other Code Enforcement	$19,693	$54,732	$25,000	$128,565	$50,000
3541110 - Cost Recovery Rev, Code Enforcmt	$23,130	$22,381	$20,000	$14,420	$20,000
3541111 - Red Light Camera Violtns, Civil Penalties	$318,742	$369,340	$310,000	$222,838	$325,000
3541200 - Unsafe Structure Violations	$0	$0	$50,000	$0	$50,000
Judgments, Fines and Forfeits Totals	**$1,006,035**	**$1,533,914**	**$1,113,400**	**$1,036,339**	**$1,473,400**
Miscellaneous Revenues					
3611001 - Interest on Investments	$479,332	$797,321	$800,000	$1,351,265	$600,000
3611010 - Interest on Fire/EMS	$3,898	$9,792	$0	$7,057	$0
3611020 - Investment Earnings	$886,560	$1,109,463	$1,200,000	$1,325,838	$750,000
3613000 - Net Appreciation in FV	($527,037)	$1,487,768	$0	$1,419,793	$0
3614021 - Gain/Loss on Sale of Investments	($200,004)	($99,934)	$0	($79,971)	$0
3620015 - Temporary Tower Lease	$449,913	$460,509	$490,287	$617,807	$503,000
3620020 - Field Rentals	$122,453	$121,305	$125,000	$74,763	$125,000
3620021 - Gym Rentals	$500	$1,563	$1,000	$400	$1,000
3620022 - Pool Rentals	$24,015	$30,874	$25,000	$16,066	$27,500
3620023 - Shelter Rentals	$38,478	$36,530	$45,000	$13,985	$40,000
3620024 - Meeting Room Rentals	$28,673	$26,985	$35,000	$13,959	$35,000
3620035 - Arena Rentals	$39,184	$32,378	$50,000	$18,461	$45,000
3620037 - Other Rents & Royalties	$54,413	$61,948	$70,601	$47,663	$32,256
3640001 - Sale of Surplus Property	$33,393	$6,235	$10,000	$59,991	$5,000
3660001 - Contributions & Donations	$250,223	$143,250	$153,000	$112,630	$83,000
3660041 - Senior Program Donations	$0	$0	$1,500	$0	$0
3699022 - Recycling Rev, Resident	$306,064	$315,599	$269,525	$249,227	$0
3699024 - Recycling Sales Revenue	$240,990	$241,000	$250,000	$0	$0
3699110 - Concession Revenue	$41,800	$45,600	$45,000	$19,058	$45,000
Miscellaneous Revenues Totals	**$2,272,848**	**$4,828,186**	**$3,570,913**	**$5,267,991**	**$2,291,756**
Other Sources					
3810100 - Interfund Transfers In	$186,424	$25,322	$858,003	$693,024	$75,000
3820110 - Contribution from Enterprise Ops	$2,290,648	$2,879,430	$2,428,730	$2,023,941	$2,601,200
3940001 - From General Fund Reserves	$0	$0	$531,550	$0	$404,934
3940011 - From Bldg/Eng Reserves	$0	$0	$1,256,462	$0	$1,162,135
Other Sources Totals	**$2,477,072**	**$2,904,752**	**$5,074,745**	**$2,716,965**	**$4,243,269**
Revenue Grand Totals:	**$130,251,351**	**$143,987,433**	**$140,423,904**	**$135,490,086**	**$138,195,938**

GENERAL FUND REVENUES BY DEPARTMENT

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- Prior Yr
General Operating	$ 87,377,901	$ 92,164,186	$100,953,197	$103,347,780	$100,407,258	73%	-3%
Administration	365,241	310,315	412,512	927,467	937,804	1%	1%
Town Attorney	55,389	53,955	64,740	50,000	50,000	0%	0%
Police	6,404,289	6,881,401	8,353,805	8,199,417	8,094,030	6%	-1%
Fire Rescue	20,067,379	19,905,001	19,636,095	19,312,822	20,106,886	15%	4%
Building Division	3,868,084	7,031,878	9,569,885	4,330,000	4,330,000	3%	0%
Engineering	3,629,163	1,462,569	2,188,770	1,796,500	1,925,500	1%	7%
Planning & Zoning	288,966	406,757	706,195	398,630	334,300	0%	-16%
Public Works	1,078,854	134,741	402,747	252,188	263,540	0%	5%
Parks, Rec. & Cultural Arts	1,156,018	1,287,664	1,161,099	1,354,100	1,281,620	1%	-5%
Risk Management	29,654	71,913	113,890	50,000	50,000	0%	0%
Budget & Finance	127,162	182,096	76,415	75,000	60,000	0%	-20%
Town Clerk	347,083	358,875	342,245	330,000	330,000	0%	0%
Community Services Div.	14,599	-	5,839	-	25,000	0%	0%
Total Revenues	**$124,809,781**	**$130,251,351**	**$143,987,433**	**$140,423,904**	**$138,195,938**	**100%**	**-2%**

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

GENERAL OPERATING REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Ad Valorem - Operating					
3110100 - Ad Valorem	$46,287,954	$51,920,789	$55,046,159	$55,316,888	$57,870,775
3110200 - Ad Valorem-Ad Valorem Delinquent	$40,414	$13,684	$5,000	($21,134)	$5,000
Ad Valorem - Operating Totals	**$46,328,369**	**$51,934,473**	**$55,051,159**	**$55,295,754**	**$57,875,775**
Ad Valorem - Debt Service					
3110500 - Ad Valorem-Ad Valorem Open Space	$742,437	$746,986	$0	($14)	$0
3110501 - Ad Valorem-Open Spc $25M GO 2006	$1,688,563	$1,691,935	$1,674,765	$1,683,083	$1,678,430
3110600 - Ad Valorem-Public Safety	$37	$0	$0	$0	$0
3110601 - Ad Valorem 1998 Prks	$1,174,530	$153,437	$151,630	$152,294	$0
3110602 - Ad Val-Pub Safety GO Fire 2006	$971,759	$968,091	$964,560	$969,294	$960,575
Ad Valorem - Debt Service Totals	**$4,577,325**	**$3,560,450**	**$2,790,955**	**$2,804,656**	**$2,639,005**
Local Option Taxes					
3124109 - Local Option Fuel Tax	$1,690,948	$1,714,240	$1,733,000	$1,022,929	$1,444,000
Local Option Taxes Totals	**$1,690,948**	**$1,714,240**	**$1,733,000**	**$1,022,929**	**$1,444,000**
Utility Services Taxes					
3141703 - FPL Utility Service Tax	$8,749,753	$8,992,122	$8,950,000	$6,512,254	$9,000,000
3144010 - Peoples Gas	$10,868	$9,078	$11,000	$22,123	$11,000
3144011 - Boyes Gas	$12,275	$8,466	$10,000	$9,102	$9,000
3148015 - Amerigas	$79,781	$78,014	$80,000	$49,214	$75,000
3148019 - ACME (Suburban Propane)	$15,484	$15,279	$15,000	$9,015	$15,000
3149000 - Misc Utility Taxes	$64,267	$89,096	$70,000	$68,510	$70,000
Utility Services Taxes Totals	**$8,932,428**	**$9,192,054**	**$9,136,000**	**$6,670,217**	**$9,180,000**
Other General Taxes					
3150101 - Communications Services Tax	$3,155,834	$3,001,580	$2,790,000	$1,946,521	$2,434,000
3150102 - Comm Svc Tax-CST-DOR Audit Adj	$32,893	$17,744	$0	$0	$0
3160602 - Local Business Tax - Town	$1,022,722	$1,080,060	$1,050,000	$1,177,565	$1,075,000
3161002 - Local Business Tax - County	$103,458	$104,727	$100,000	$49,291	$100,000
Other General Taxes Totals	**$4,314,907**	**$4,204,112**	**$3,940,000**	**$3,173,378**	**$3,609,000**
Permits, Fees and Special Assessments					
3231603 - FPL Franchise Fee	$6,508,032	$6,698,010	$6,737,000	$3,710,413	$6,270,000
3234001 - Franchse Fee-Nat Gas, TECO/People's	$85,375	$84,360	$84,000	$47,590	$84,000
3237605 - Waste Mgt / Residential FF	$1,157,168	$1,122,242	$1,175,500	$1,355,072	$1,209,694
3237610 - Waste Mgt / Commercial FF	$2,447,789	$2,593,931	$2,585,000	$2,019,550	$2,545,000
3239608 - Towing FF	$125,000	$125,000	$125,000	$68,750	$120,000
3239609 - Paradise Trash Hauler FF	$4,322	$5,186	$5,200	$3,889	$5,200
3252010 - Solid Waste Assessment (HHW)	$0	$82,051	$114,000	$110,034	$225,777
Permits, Fees & Special Assessments Totals	**$10,327,685**	**$10,710,779**	**$10,825,700**	**$7,315,299**	**$10,459,671**

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

GENERAL OPERATING REVENUES (cont.)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Intergovernmental					
3310100 - Federal Grants	$0	$0	$0	$31,698	$73,800
3310101 - FEMA Grants	$0	$448,281	$0	$8,629,365	$0
3340100 - State Grants	$0	$47,807	$0	$477,618	$0
3351209 - State Revenue Sharing	$3,363,974	$3,536,598	$3,560,000	$2,420,394	$2,487,000
3351409 - Mobile Home Licenses	$86,014	$89,732	$87,000	$85,542	$87,000
3351509 - Alcohol Beverage Licenses	$44,369	$45,250	$43,000	$39,223	$37,000
3351809 - Half Cent Sales Tax	$6,819,088	$6,904,287	$7,012,000	$4,797,767	$5,514,000
3352109 - FF Supplemental Compensation	$61,294	$87,336	$67,000	$34,195	$75,000
3359001 - Seminole Compact Revenue Sharing	$275,830	$325,554	$0	$218,439	$0
Intergovernmental Totals	**$10,650,570**	**$11,484,846**	**$10,769,000**	**$16,734,242**	**$8,273,800**
Charges for Services					
3413000 - Misc Fees General Gov't	$146,542	$45,317	$71,600	$41,789	$57,000
3413001 - Waste Management Admin Fee	$150,000	$150,000	$150,000	$150,000	$100,000
3413002 - Sun Bergeron Disp. Rev Sharing Fee	$253,692	$0	$0	$0	$0
3413011 - Administrative Fees	$502,341	$573,278	$642,373	$535,311	$609,647
3413062 - Registration Fees	$1,000	$800	$800	$400	$800
3419010 - Shenandoah Street Lights	$2,035	$2,035	$2,035	$1,526	$2,035
3437016 - Tree Legacy	$150	$0	$0	$0	$0
Charges for Services Totals	**$1,055,761**	**$771,430**	**$866,808**	**$729,026**	**$769,482**
Miscellaneous Revenues					
3611001 - Interest on Investments	$479,332	$797,321	$800,000	$1,351,265	$600,000
3611010 - Interest on Fire/EMS	$3,898	$9,792	$0	$7,057	$0
3611020 - Investment Earnings	$886,560	$1,109,463	$1,200,000	$1,325,838	$750,000
3613000 - Net Appreciation in FV	($527,037)	$1,487,768	$0	$1,419,793	$0
3614021 - Gain/Loss on Sale of Investments	($200,004)	($99,934)	$0	($79,971)	$0
3620015 - Temporary Tower Lease	$449,913	$460,509	$490,287	$617,807	$503,000
3620037 - Other Rents & Royalties	$51,913	$61,948	$62,601	$47,688	$32,256
3640001 - Sale of Surplus Property	$33,393	$6,235	$10,000	$59,991	$5,000
3660001 - Contributions & Donations	$84,098	$86,359	$78,000	$70,006	$23,000
3699022 - Recycling Rev, Resident	$306,064	$315,599	$269,525	$249,227	$0
3699024 - Recycling Sales Revenue	$240,990	$241,000	$250,000	$0	$0
Miscellaneous Revenues Totals	**$1,809,121**	**$4,476,061**	**$3,160,413**	**$5,068,701**	**$1,913,256**
Other Sources					
3810100 - Interfund Transfers In	$186,424	$25,322	$858,003	$693,024	$75,000
3820110 - Contribution from Enterprise Ops	$2,290,648	$2,879,430	$2,428,730	$2,023,941	$2,601,200
3940001 - From General Fund Reserves	$0	$0	$531,550	$0	$404,934
3940011 - From Bldg/Eng Reserves	$0	$0	$1,256,462	$0	$1,162,135
Other Sources Totals	**$2,477,072**	**$2,904,752**	**$5,074,745**	**$2,716,965**	**$4,243,269**
Department Totals	**$92,164,186**	**$100,953,197**	**$103,347,780**	**$101,531,166**	**$100,407,258**

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

ADMINISTRATION DEPARTMENT

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Local Option Taxes					
3123008 - Mass Transit Gas Tax	$126,636	$128,593	$123,000	$77,144	$115,000
3126001 - Transportation Surtax Revenue	$0	$0	$0	$0	$822,804
Local Option Taxes Totals	**$126,636**	**$128,593**	**$123,000**	**$77,144**	**$937,804**
Intergovernmental					
3370101 - Mass Transit Grant	$140,794	$148,923	$547,742	$450	$0
3370102 - Mass Transit/SFEC Pass Through	$42,885	$134,995	$256,725	$0	$0
Intergovernmental Totals	**$183,679**	**$283,918**	**$804,467**	**$450**	**$0**
Department Totals	**$310,315**	**$412,512**	**$927,467**	**$77,594**	**$937,804**

OFFICE OF THE TOWN ATTORNEY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Charges for Services					
3410001 - Legal Services	$28,020	$32,490	$30,000	$26,185	$30,000
Charges for Services Totals	**$28,020**	**$32,490**	**$30,000**	**$26,185**	**$30,000**
Judgments, Fines and Forfeits					
3541106 - Pretrial Diversion Program	$25,935	$32,250	$20,000	$16,375	$20,000
Judgments, Fines and Forfeits Totals	**$25,935**	**$32,250**	**$20,000**	**$16,375**	**$20,000**
Department Totals	**$53,955**	**$64,740**	**$50,000**	**$42,560**	**$50,000**

POLICE DEPARTMENT

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Permits, Fees and Special Assessments					
3293001 - Personally Assigned Police Veh. Fee	$73,221	$71,890	$100,000	$91,793	$110,000
Permits, Fees & Special Assessments Totals	**$73,221**	**$71,890**	**$100,000**	**$91,793**	**$110,000**
Intergovernmental					
3310100 - Federal Grants	$41,540	$405,580	$449,932	$0	$48,972
3340100 - State Grants	$13,788	$0	$0	$0	$0
Intergovernmental Totals	**$55,329**	**$405,580**	**$449,932**	**$0**	**$48,972**

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

POLICE DEPARTMENT (cont.)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Charges for Services					
3413000 - Misc Fees General Gov't	$44,078	$85,372	$75,000	$37,267	$75,000
3421008 - School Resource Program	$297,298	$692,900	$686,400	$758,940	$775,320
3421009 - Police Service - NSU Contract	$668,005	$857,100	$792,886	$602,608	$855,037
3421010 - Broward College Svc Contract	$355,680	$358,348	$366,350	$274,763	$0
3421012 - Police Services	$454,705	$446,752	$480,975	$134,418	$486,624
3421013 - Police Special Detail	$1,257,751	$1,241,769	$1,320,000	$999,405	$1,400,000
3421014 - PD Overtime Reimbursement	$83,169	$25,990	$100,000	$13,075	$50,000
3421015 - Witness Fees/Court Liaison	$1,197	$1,985	$1,500	$931	$1,500
3421030 - Alarm Registration	$23,978	$34,597	$25,000	$10,388	$25,000
3422018 - Contractual Services SW Ranches	$2,590,004	$2,628,175	$2,776,474	$2,619,605	$2,869,177
3429000 - Gun Range User Fees	$2,250	$4,000	$1,500	$5,500	$4,000
Charges for Services Totals	**$5,778,115**	**$6,376,987**	**$6,626,085**	**$5,456,900**	**$6,541,658**
Judgments, Fines and Forfeits					
3511001 - Court Fines	$467,662	$803,520	$500,000	$453,986	$750,000
3513001 - Red Light Camera Viol, Crt Fines	$85,481	$124,395	$85,000	$89,007	$125,000
3515001 - Police Education, $2 Penalty	$13,792	$21,921	$13,000	$14,023	$23,000
3519100 - Restitutions	$0	$300	$200	$312	$200
3519101 - Seized Tag Revenue	$100	$300	$200	$267	$200
3541105 - Alarm Violations	$46,138	$102,458	$70,000	$80,331	$100,000
3541109 - Other Code Enforcement	$19,693	$54,732	$25,000	$128,565	$50,000
3541110 - Cost Recovery Rev, Code Enforcmt	$23,130	$22,381	$20,000	$14,420	$20,000
3541111 - Red Light Camera Viol, Civil Penalts	$318,742	$369,340	$310,000	$222,838	$325,000
Judgments, Fines and Forfeits Totals	**$974,737**	**$1,499,347**	**$1,023,400**	**$1,003,748**	**$1,393,400**
Department Totals	**$6,881,401**	**$8,353,805**	**$8,199,417**	**$6,552,441**	**$8,094,030**

FIRE RESCUE DEPARTMENT

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Permits, Fees and Special Assessments					
3221101 - Building Permits	$0	$6,055	$0	$6,873	$0
3252100 - Fire Assessment	$11,994,539	$12,600,638	$12,623,465	$12,780,242	$12,988,623
3252101 - Fire Assessment Delinq.	$2,687	$1,332	$2,000	$651	$1,500
3252104 - Fire, Res New Constr Spec Assess	$175,720	$296,230	$115,000	$155,878	$200,000
3290020 - Fire CO Safety Inspection	$30,174	$22,660	$25,500	$13,315	$23,000
3290021 - Education & Training Fee	$34,940	$54,922	$25,000	$12,929	$25,000

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

FIRE RESCUE DEPARTMENT (cont.)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
3290022 - Technology Fee	$82,641	$126,309	$50,000	$39,074	$50,000
Permits, Fees & Special Assessments Totals	**$12,320,702**	**$13,108,147**	**$12,840,965**	**$13,008,962**	**$13,288,123**
Intergovernmental					
3310100 - Federal Grants	$1,142,619	$15,901	$0	($15,901)	$14,000
3340100 - State Grants	$18,001	$5,190	$199,640	$38,828	$0
3370100 - Grants from Local Units	$0	$0	$0	$0	$21,000
Intergovernmental Totals	**$1,160,620**	**$21,091**	**$199,640**	**$22,927**	**$35,000**
Charges for Services					
3413000 - Misc Fees General Gov't	$43,708	$598	$3,500	$498	$3,500
3422014 - Fire Special Detail	$125,737	$103,026	$140,750	$48,048	$117,000
3422016 - Fire Prevention Service	$36,075	$52,813	$20,000	$41,244	$35,000
3422018 - Contractual Services SW Ranches	$3,135,000	$3,276,075	$3,393,467	$3,138,207	$3,578,412
3425017 - Annual Fire Inspections	$891,334	$666,088	$390,000	$359,221	$390,000
3426001 - EMS Transport Revenue	$2,174,869	$2,387,413	$2,300,000	$1,828,881	$2,645,351
3429021 - EMS Community Programs	$11,593	$18,527	$4,500	$3,377	$4,500
Charges for Services Totals	**$6,418,315**	**$6,504,541**	**$6,252,217**	**$5,419,475**	**$6,773,763**
Judgments, Fines and Forfeits					
3541105 - Alarm Violations	$5,364	$2,317	$20,000	$16,217	$10,000
Judgments, Fines and Forfeits Totals	**$5,364**	**$2,317**	**$20,000**	**$16,217**	**$10,000**
Department Totals	**$19,905,001**	**$19,636,095**	**$19,312,822**	**$18,467,580**	**$20,106,886**

BUILDING DIVISION

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Permits, Fees and Special Assessments					
3221101 - Building Permits	$6,632,074	$8,924,217	$4,000,000	$3,747,788	$4,000,000
3290021 - Education & Training Fee	$71,062	$110,209	$46,000	$42,307	$46,000
3290022 - Technology Fee	$144,519	$261,496	$89,000	$120,471	$89,000
3290110 - Building Overtime Fee	$179,685	$267,534	$140,000	$137,560	$140,000
Permits, Fees & Special Assessments Totals	**$7,027,339**	**$9,563,456**	**$4,275,000**	**$4,048,126**	**$4,275,000**
Charges for Services					
3411117 - Other Misc. Building Revenue	$4,538	$6,429	$5,000	$866	$5,000
Charges for Services Totals	**$4,538**	**$6,429**	**$5,000**	**$866**	**$5,000**

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

BUILDING DIVISION (cont.)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Judgments, Fines and Forfeits					
3541200 - Unsafe Structure Violations	$0	$0	$50,000	$0	$50,000
Judgments, Fines and Forfeits Totals	**$0**	**$0**	**$50,000**	**$0**	**$50,000**
Division Totals	**$7,031,878**	**$9,569,885**	**$4,330,000**	**$4,048,992**	**$4,330,000**

ENGINEERING DIVISION

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Permits, Fees and Special Assessments					
3221102 - Engineering Permits	$1,447,666	$2,169,164	$1,785,000	$3,116,932	$1,900,000
3290060 - Stormwater Pollution Prevention	$500	$0	$500	$0	$500
3290111 - Engineering Overtime Fee	$14,403	$19,607	$11,000	$13,815	$25,000
Permits, Fees & Special Assessments Totals	**$1,462,569**	**$2,188,770**	**$1,796,500**	**$3,130,747**	**$1,925,500**
Division Totals	**$1,462,569**	**$2,188,770**	**$1,796,500**	**$3,130,747**	**$1,925,500**

PLANNING & ZONING DIVISION

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Permits, Fees and Special Assessments					
3290015 - Landscape Inspection & Permit Fees	$58,482	$76,096	$63,000	$91,091	$100,000
3290078 - Cost Recovery Revenue	$49,337	$79,751	$60,830	$47,607	$60,000
3291102 - Zoning Fees	$161,109	$324,381	$125,000	$130,735	$100,000
3291104 - Development Review	$130,063	$215,505	$130,500	$125,051	$55,000
Permits, Fees & Special Assessments Totals	**$398,991**	**$695,733**	**$379,330**	**$394,484**	**$315,000**
Charges for Services					
3413000 - Misc Fees General Gov't	$7,766	$10,463	$19,300	$20,086	$19,300
Charges for Services Totals	**$7,766**	**$10,463**	**$19,300**	**$20,086**	**$19,300**
Division Totals	**$406,757**	**$706,195**	**$398,630**	**$414,570**	**$334,300**

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Permits, Fees and Special Assessments					
3290013 - Tree Preservation	$11,715	$274,585	$10,000	$241,196	$10,000
Permits, Fees & Special Assessments Totals	**$11,715**	**$274,585**	**$10,000**	**$241,196**	**$10,000**
Intergovernmental					
3354900 - Transportation Maintenance Rev.	$108,479	$111,734	$115,088	$0	$118,540
Intergovernmental Totals	**$108,479**	**$111,734**	**$115,088**	**$0**	**$118,540**
Charges for Services					
3413000 - Misc Fees General Gov't	$1,605	$277	$97,100	$6,213	$115,000
3437001 - PW Overtime Reimbursement	$12,942	$16,152	$30,000	$13,981	$20,000
Charges for Services Totals	**$14,547**	**$16,429**	**$127,100**	**$20,194**	**$135,000**
Department Totals	**$134,741**	**$402,747**	**$252,188**	**$261,390**	**$263,540**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Permits, Fees and Special Assessments					
3290005 - Parking	$23,772	$17,957	$25,000	$5,742	$20,000
3290006 - Special Event Permit Revenue	$1,594	$3,235	$3,000	$1,263	$3,000
3290007 - Security Services Fees	$0	$0	$0	$0	$27,120
Permits, Fees & Special Assessments Totals	**$25,366**	**$21,192**	**$28,000**	**$7,005**	**$50,120**
Charges for Services					
3472023 - Adult Sports	$11,638	$23,170	$20,000	$14,270	$20,000
3472025 - Day Camp Registration	$86,449	$78,594	$88,000	$4,432	$84,000
3472027 - Football/Cheerleading Revenue	$24,518	$23,697	$30,000	$224	$25,000
3472028 - Baseball Revenue	$45,490	$42,885	$50,000	$13,050	$45,000
3472030 - Soccer Revenue	$83,113	$89,210	$100,000	$33,565	$90,000
3472032 - Miscellaneous Recreation	$20,848	$21,523	$32,000	$11,077	$25,000
3472036 - Recreational Classes	$31,335	$25,998	$35,000	$38,357	$40,000
3472037 - Pool Admissions Daily	$33,601	$30,924	$40,000	$6,231	$35,000
3472038 - Pool Memberships	$12,578	$11,375	$15,000	$14,645	$13,000
3472039 - Aquatics Classes	$149,209	$125,123	$145,000	$40,130	$145,000
3472040 - Fitness Room Daily	$1,548	$3,112	$4,000	$635	$4,000
3472041 - Fitness Instruction	$2,955	$5,262	$3,500	$4,872	$6,000
3472042 - PIMPC Rentals	$9,830	$12,954	$10,000	$6,452	$11,000
3472045 - Pool & Fitness Room Daily	$4,321	$3,511	$4,500	$1,922	$4,500

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT (cont.)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
3472046 - Pool & Fitness Room Membership	$79,115	$80,314	$80,000	$52,215	$80,000
3472047 - Hockey Rinks	$5,400	$16,210	$5,000	$2,000	$0
3472048 - Basketball	$24,091	$22,475	$44,100	($950)	$30,000
3472049 - Sports Camp	$1,398	$2,521	$5,000	$0	$5,000
3472050 - Skateboard Area	$1,448	$778	$2,500	$266	$2,000
3472051 - Robbins Lodge Rental Revenue	$85,182	$71,502	$80,000	$18,673	$80,000
3472052 - Tournament Fees	$27,840	$57,165	$50,000	$16,635	$50,000
3472058 - PIMPC Daily Fees	$7,686	$6,768	$12,000	$5,299	$8,500
3474033 - Special Events	$48,980	$32,712	$60,000	$29,923	$50,000
Charges for Services Totals	**$798,571**	**$787,782**	**$915,600**	**$313,921**	**$853,000**
Miscellaneous Revenues					
3620020 - Field Rentals	$122,453	$121,305	$125,000	$74,763	$125,000
3620021 - Gym Rentals	$500	$1,563	$1,000	$400	$1,000
3620022 - Pool Rentals	$24,015	$30,874	$25,000	$16,066	$27,500
3620023 - Shelter Rentals	$38,478	$36,530	$45,000	$13,985	$40,000
3620024 - Meeting Room Rentals	$28,673	$26,985	$35,000	$13,959	$35,000
3620035 - Arena Rentals	$39,184	$32,378	$50,000	$18,461	$45,000
3620037 - Other Rents & Royalties	$2,500	$0	$8,000	($25)	$0
3660001 - Contributions & Donations	$166,125	$56,891	$75,000	$42,624	$60,000
3660041 - Senior Program Donations	$0	$0	$1,500	$0	$0
3699110 - Concession Revenue	$41,800	$45,600	$45,000	$19,058	$45,000
Miscellaneous Revenues Totals	**$463,727**	**$352,125**	**$410,500**	**$199,290**	**$378,500**
Department Totals	**$1,287,664**	**$1,161,099**	**$1,354,100**	**$520,216**	**$1,281,620**

RISK MANAGEMENT DIVISION

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Charges for Services					
3413000 - Misc Fees General Gov't	$71,913	$113,890	$50,000	$94,385	$50,000
Charges for Services Totals	**$71,913**	**$113,890**	**$50,000**	**$94,385**	**$50,000**
Division Totals	**$71,913**	**$113,890**	**$50,000**	**$94,385**	**$50,000**

GENERAL FUND REVENUES BY DEPARTMENT - DETAILED

BUDGET & FINANCE DEPARTMENT

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Charges for Services					
3413000 - Misc Fees General Gov't	$182,096	$76,415	$75,000	$70,458	$60,000
Charges for Services Totals	**$182,096**	**$76,415**	**$75,000**	**$70,458**	**$60,000**
Department Totals	**$182,096**	**$76,415**	**$75,000**	**$70,458**	**$60,000**

TOWN CLERK'S OFFICE

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Charges for Services					
3413000 - Misc Fees General Gov't	$358,875	$342,245	$330,000	$277,986	$330,000
Charges for Services Totals	**$358,875**	**$342,245**	**$330,000**	**$277,986**	**$330,000**
Department Totals	**$358,875**	**$342,245**	**$330,000**	**$277,986**	**$330,000**

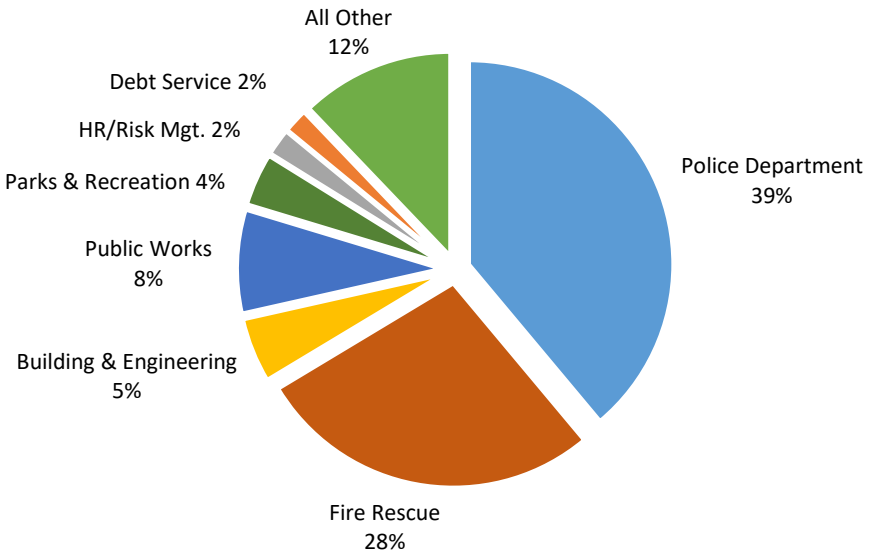
COMMUNITY SERVICES DIVISION

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Intergovernmental					
3340100 - State Grants	$0	$0	$0	$0	$25,000
Intergovernmental Totals	**$0**	**$0**	**$0**	**$0**	**$25,000**
Charges for Services					
3410063 - Program Income	$0	$5,839	$0	$0	$0
Charges for Services Totals	**$0**	**$5,839**	**$0**	**$0**	**$0**
Division Totals	**$0**	**$5,839**	**$0**	**$0**	**$25,000**
General Fund Revenue Totals	**$130,251,351**	**$143,987,433**	**$140,423,904**	**$135,490,086**	**$138,195,938**

GENERAL FUND EXPENDITURES BY DEPARTMENT

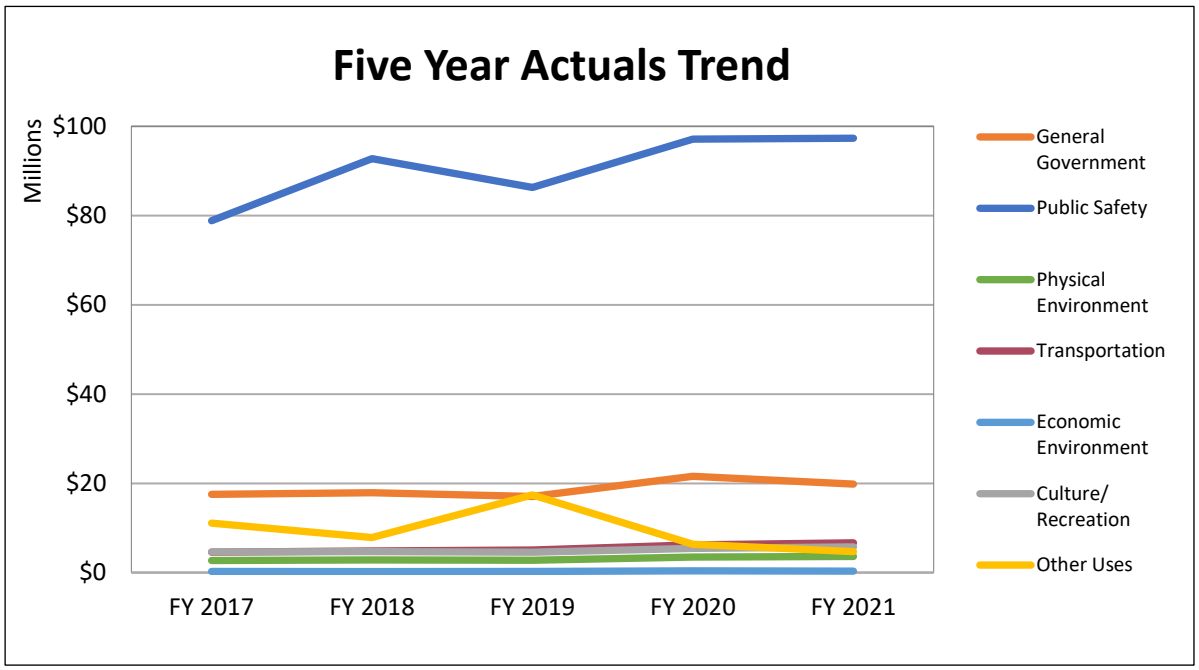
Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- Prior Yr
Administration	$ 2,287,567	$ 2,353,934	$ 2,443,495	$ 3,357,492	$ 3,348,319	2%	0%
Town Attorney	406,899	427,612	444,333	571,395	527,304	0%	-8%
Police	44,056,869	46,520,939	47,797,485	53,884,348	53,786,181	39%	0%
Fire Rescue	30,530,405	32,616,658	34,026,530	38,015,963	37,946,613	28%	0%
Building Division	3,408,107	4,309,029	4,413,758	5,211,462	5,292,135	4%	2%
Engineering Division	1,175,290	1,296,557	1,420,279	1,715,157	1,758,636	1%	3%
Planning & Zoning Division	1,223,901	1,443,382	1,404,543	1,510,232	1,592,078	1%	5%
Public Works	8,108,500	8,631,349	8,683,445	10,650,849	11,327,766	8%	6%
Parks, Rec. & Cultural Arts	4,630,552	4,700,351	4,559,173	5,410,858	5,751,240	4%	6%
Human Resources	872,587	898,999	910,431	1,079,592	1,115,160	1%	3%
Risk Management	1,512,589	1,502,339	1,305,172	1,674,981	1,807,456	1%	8%
Budget & Finance	2,138,816	2,349,442	2,341,181	2,785,165	2,657,598	2%	-5%
Town Clerk	511,804	604,882	629,728	759,824	820,586	1%	8%
Community Services Div.	268,906	216,752	244,264	383,071	299,879	0%	-22%
Debt Service	5,968,176	5,418,552	4,408,384	3,653,673	2,639,411	2%	-28%
Non-Departmental	12,510,668	17,798,067	18,267,028	9,759,842	7,525,576	6%	-23%
Totals	**$119,611,636**	**$131,088,846**	**$133,299,226**	**$140,423,904**	**$138,195,938**	**100%**	**-2%**

Department Appropriations as a % of General Fund Budget



GENERAL FUND EXPENDITURES BY FUNCTION
FIVE YEAR ACTUALS TREND

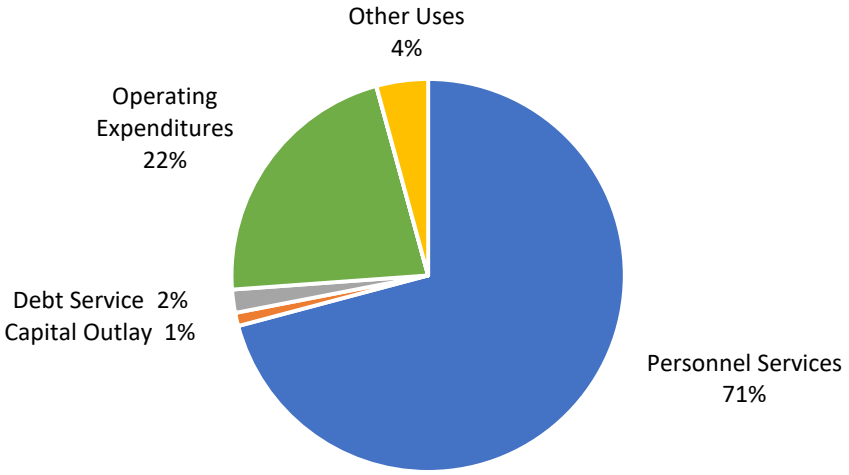
Function	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- 5 Yr
General Government	$ 17,526,478	$ 17,861,874	$ 17,048,324	$ 21,570,672	$ 19,849,248	14%	13%
Public Safety	78,842,400	92,730,559	86,286,712	97,114,773	97,329,929	71%	23%
Physical Environment	2,699,836	2,857,912	2,744,505	3,440,651	3,607,313	3%	34%
Transportation	4,567,718	4,849,673	5,019,515	6,172,883	6,665,939	5%	46%
Economic Environment	268,906	216,752	244,264	383,071	299,879	0%	12%
Culture/Recreation	4,630,552	4,700,351	4,559,173	5,410,858	5,751,240	4%	24%
Other Uses	11,075,746	7,871,724	17,396,734	6,330,996	4,692,390	3%	-58%
Totals	**$ 119,611,636**	**$ 131,088,846**	**$ 133,299,226**	**$ 140,423,904**	**$ 138,195,938**	**100%**	**16%**



GENERAL FUND EXPENDITURES
BY DEPARTMENT & EXPENDITURE CATEGORY

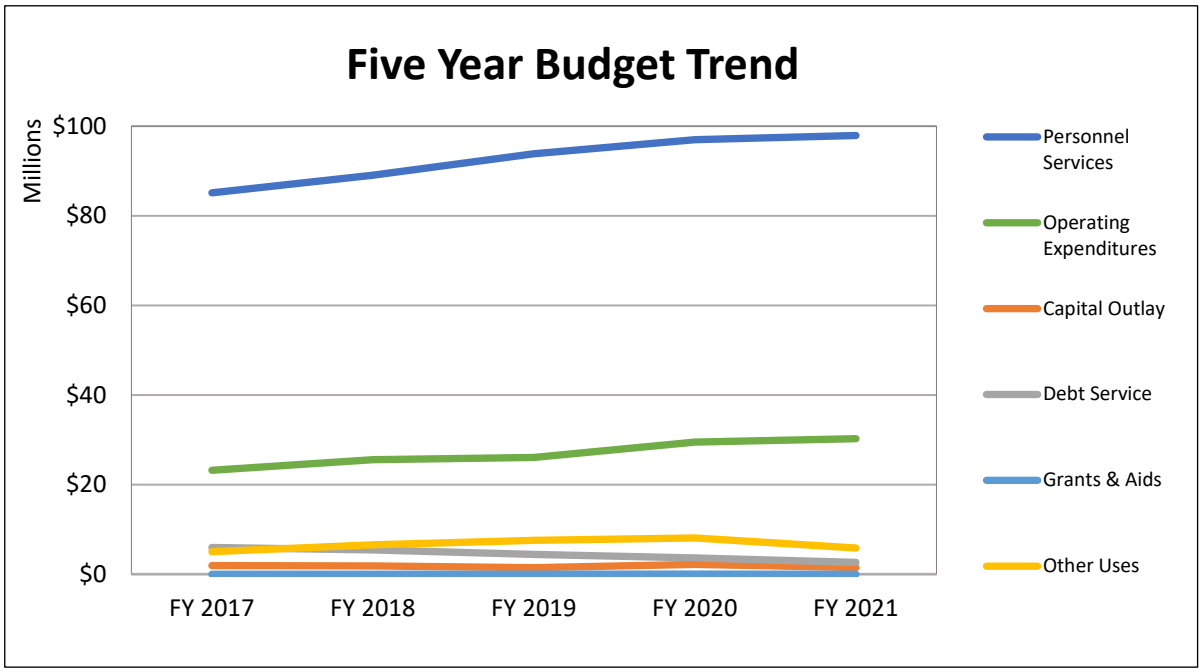
	Personnel Services	Operating Expenditures	Capital Outlay	Debt Service	Grants & Aids	Other Uses	FY 2021 Budget
Administration	$ 1,626,571	$ 1,703,598	$ 18,150	$ -	$ -	$ -	$ 3,348,319
Town Attorney	445,432	81,872	-	-	-	-	527,304
Police	44,435,242	8,609,217	741,722	-	-	-	53,786,181
Fire Rescue	32,571,374	5,154,199	221,040	-	-	-	37,946,613
Building Division	3,917,080	1,249,155	125,900	-	-	-	5,292,135
Engineering Division	1,296,620	451,416	10,600	-	-	-	1,758,636
Planning & Zoning Division	1,176,146	412,082	3,850	-	-	-	1,592,078
Public Works	5,598,837	5,578,734	150,195	-	-	-	11,327,766
Parks, Rec. & Cultural Arts	3,373,973	2,234,016	123,251	-	20,000	-	5,751,240
Human Resources	716,373	374,177	24,610	-	-	-	1,115,160
Risk Management	49,086	1,708,370	50,000	-	-	-	1,807,456
Budget & Finance	2,327,092	326,686	3,820	-	-	-	2,657,598
Town Clerk	567,714	223,822	29,050	-	-	-	820,586
Community Services Div.	187,804	111,025	1,050	-	-	-	299,879
Debt Service	-	-	-	2,639,411	-	-	2,639,411
Non-Departmental	(368,900)	2,030,222	-	-	-	5,864,254	7,525,576
Totals	**$97,920,444**	**$30,248,591**	**$ 1,503,238**	**$2,639,411**	**$20,000**	**$5,864,254**	**$138,195,938**

General Fund Budget by Expenditure Category



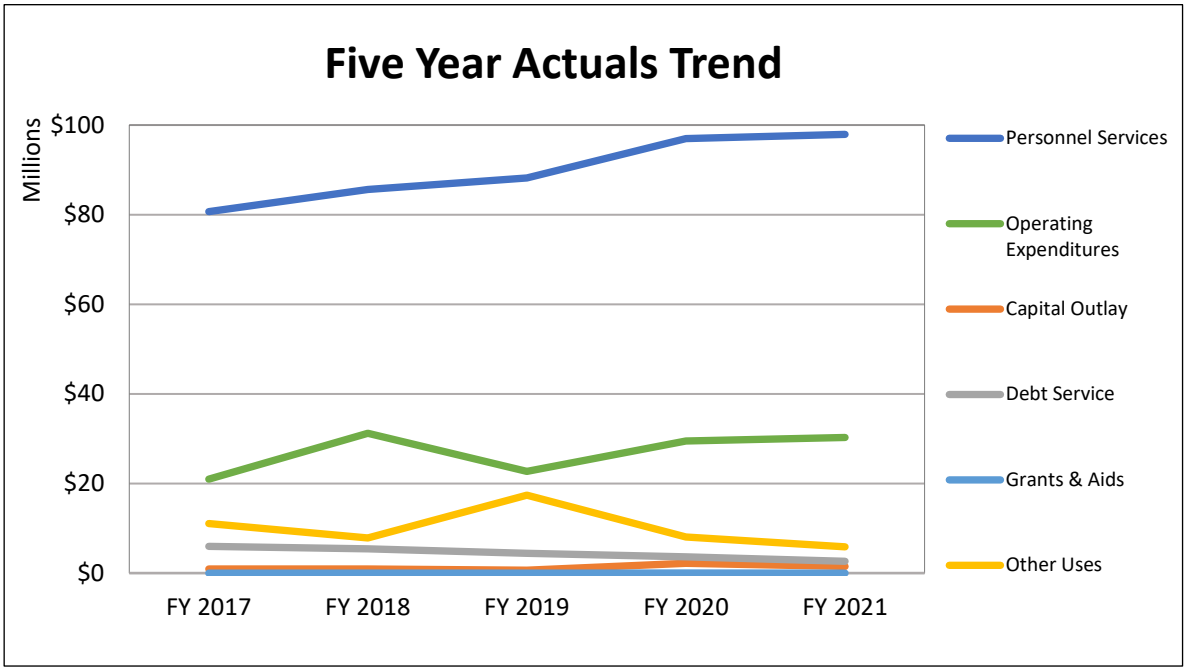
GENERAL FUND EXPENDITURES BY CATEGORY
FIVE YEAR BUDGET TREND

Expenditure Category	FY 2017 Original Budget	FY 2018 Original Budget	FY 2019 Original Budget	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- 5 Yr
Personnel Services	$ 85,120,648	$ 89,047,749	$ 93,865,649	$ 97,012,124	$ 97,920,444	71%	15%
Operating Expenditures	23,198,604	25,567,379	26,080,788	29,453,323	30,248,591	22%	30%
Capital Outlay	1,890,342	1,866,451	1,461,974	2,186,942	1,503,238	1%	-20%
Debt Service	5,968,258	5,404,168	4,408,390	3,653,673	2,639,411	2%	-56%
Grants & Aids	5,500	5,500	5,000	25,000	20,000	0%	264%
Other Uses	5,024,151	6,535,181	7,545,834	8,092,842	5,864,254	4%	17%
Totals	**$ 121,207,503**	**$ 128,426,428**	**$ 133,367,635**	**$ 140,423,904**	**$ 138,195,938**	**100%**	**14%**



GENERAL FUND EXPENDITURES BY CATEGORY
FIVE YEAR ACTUALS TREND

Expenditure Category	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	% of Budget	+/- 5 Yr
Personnel Services	$ 80,676,020	$ 85,655,732	$ 88,172,395	$ 97,012,124	$ 97,920,444	71%	21%
Operating Expenditures	20,968,423	31,208,725	22,666,865	29,453,323	30,248,591	22%	44%
Capital Outlay	921,886	932,982	652,084	2,186,942	1,503,238	1%	63%
Debt Service	5,968,176	5,418,552	4,408,384	3,653,673	2,639,411	2%	-56%
Grants & Aids	1,385	1,130	2,765	25,000	20,000	0%	1344%
Other Uses	11,075,746	7,871,724	17,396,734	8,092,842	5,864,254	4%	-47%
Totals	**$ 119,611,636**	**$ 131,088,846**	**$ 133,299,226**	**$ 140,423,904**	**$ 138,195,938**	**100%**	**16%**



GENERAL FUND EXPENDITURES MULTI-YEAR COMPARISON

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	**FY 2021 Budget**	**% of Budget**	**+/- FY 20 Budget**
Administration Department							
Personnel Services	$ 1,398,862	$ 1,510,300	$ 1,433,580	$ 1,597,987	$ 1,626,571		2%
Operating Expenditures	880,845	843,178	989,673	1,711,975	1,703,598		0%
Capital Outlay	7,860	456	20,242	47,530	18,150		-62%
Subtotal	2,287,567	2,353,934	2,443,495	3,357,492	3,348,319	2.4%	0%
Town Attorney							
Personnel Services	382,808	390,706	403,377	472,273	445,432		-6%
Operating Expenditures	24,091	36,206	40,956	99,122	81,872		-17%
Capital Outlay	-	700	-	-	-		0%
Subtotal	406,899	427,612	444,333	571,395	527,304	0.4%	-8%
Police Department							
Personnel Services	37,309,635	38,630,332	40,052,262	43,972,928	44,435,242		1%
Operating Expenditures	6,383,179	7,392,722	7,399,095	8,712,818	8,609,217		-1%
Capital Outlay	364,055	497,885	346,128	1,198,602	741,722		-38%
Subtotal	44,056,869	46,520,939	47,797,485	53,884,348	53,786,181	38.9%	0%
Fire Rescue Department							
Personnel Services	26,788,213	28,567,224	29,863,687	32,754,030	32,571,374		-1%
Operating Expenditures	3,412,232	3,843,050	4,053,935	4,858,293	5,154,199		6%
Capital Outlay	329,961	206,384	108,908	403,640	221,040		-45%
Subtotal	30,530,405	32,616,658	34,026,530	38,015,963	37,946,613	27.5%	0%
Building Division							
Personnel Services	2,500,100	3,135,107	3,166,242	3,705,322	3,917,080		6%
Operating Expenditures	872,824	1,091,749	1,199,873	1,410,990	1,249,155		-11%
Capital Outlay	35,182	82,174	47,642	95,150	125,900		32%
Subtotal	3,408,107	4,309,029	4,413,758	5,211,462	5,292,135	3.8%	2%
Engineering Division							
Personnel Services	851,251	959,011	1,035,742	1,237,742	1,296,620		5%
Operating Expenditures	320,494	325,968	384,399	434,540	451,416		4%
Capital Outlay	3,545	11,578	137	42,875	10,600		-75%
Subtotal	1,175,290	1,296,557	1,420,279	1,715,157	1,758,636	1.3%	3%
Planning & Zoning Division							
Personnel Services	1,069,257	1,253,071	1,164,437	1,117,271	1,176,146		5%
Operating Expenditures	151,630	184,810	238,736	387,161	412,082		6%
Capital Outlay	3,015	5,502	1,369	5,800	3,850		-34%
Subtotal	1,223,901	1,443,382	1,404,543	1,510,232	1,592,078	1.2%	5%
Public Works Department							
Personnel Services	4,425,141	4,787,299	4,907,391	5,318,877	5,598,837		5%
Operating Expenditures	3,653,061	3,805,892	3,753,123	5,186,027	5,578,734		8%
Capital Outlay	30,298	38,158	22,931	145,945	150,195		3%
Subtotal	8,108,500	8,631,349	8,683,445	10,650,849	11,327,766	8.2%	6%
Parks, Recreation & Cultural Arts Dept.							
Personnel Services	2,826,593	2,993,930	2,739,970	3,163,588	3,373,973		7%
Operating Expenditures	1,740,643	1,645,591	1,767,834	2,099,795	2,234,016		6%
Capital Outlay	61,931	59,700	48,603	122,475	123,251		1%
Grants & Aids	1,385	1,130	2,765	25,000	20,000		-20%
Subtotal	4,630,552	4,700,351	4,559,173	5,410,858	5,751,240	4.2%	6%

GENERAL FUND EXPENDITURES MULTI-YEAR COMPARISON

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	**FY 2021 Budget**	**% of Budget**	**+/- FY 20 Budget**
Human Resources Department							
Personnel Services	541,257	624,602	607,430	697,784	716,373		3%
Operating Expenditures	288,708	249,731	269,734	361,708	374,177		3%
Capital Outlay	42,623	24,666	33,267	20,100	24,610		22%
Subtotal	872,587	898,999	910,431	1,079,592	1,115,160	0.8%	3%
Risk Management							
Personnel Services	40,308	32,444	45,728	47,851	49,086		3%
Operating Expenditures	1,453,746	1,464,766	1,259,444	1,577,130	1,708,370		8%
Capital Outlay	18,534	5,129	-	50,000	50,000		0%
Subtotal	1,512,589	1,502,339	1,305,172	1,674,981	1,807,456	1.3%	8%
Budget & Finance Department							
Personnel Services	1,927,528	2,128,998	2,098,256	2,462,369	2,327,092		-5%
Operating Expenditures	188,577	219,794	241,271	299,421	326,686		9%
Capital Outlay	22,710	650	1,654	23,375	3,820		-84%
Subtotal	2,138,816	2,349,442	2,341,181	2,785,165	2,657,598	1.9%	-5%
Town Clerk's Office							
Personnel Services	407,578	489,422	494,224	546,039	567,714		4%
Operating Expenditures	102,054	115,461	135,504	185,335	223,822		21%
Capital Outlay	2,173	-	-	28,450	29,050		2%
Subtotal	511,804	604,882	629,728	759,824	820,586	0.6%	8%
Community Services Division							
Personnel Services	207,490	153,286	160,068	293,063	187,804		-36%
Operating Expenditures	61,417	63,466	62,993	87,008	111,025		28%
Capital Outlay	-	-	21,203	3,000	1,050		-65%
Subtotal	268,906	216,752	244,264	383,071	299,879	0.2%	-22%
Debt Service							
Debt Service	5,968,176	5,418,552	4,408,384	3,653,673	2,639,411		-28%
Subtotal	5,968,176	5,418,552	4,408,384	3,653,673	2,639,411	1.9%	-28%
Non Departmental							
Personnel Services	-	-	-	(375,000)	(368,900)		-2%
Operating Expenditures	1,434,922	9,926,343	870,294	2,042,000	2,030,222		-1%
Other Uses	11,075,746	7,871,724	17,396,734	8,092,842	5,864,254		-28%
Subtotal	12,510,668	17,798,067	18,267,028	9,759,842	7,525,576	5.4%	-23%
TOTAL GENERAL FUND EXPENDITURES							
Personnel Services	$ 80,676,020	$ 85,655,732	$ 88,172,395	$ 97,012,124	$ 97,920,444	71%	1%
Operating Expenditures	20,968,423	31,208,725	22,666,865	29,453,323	30,248,591	22%	3%
Capital Outlay	921,886	932,982	652,084	2,186,942	1,503,238	1%	-31%
Debt Service	5,968,176	5,418,552	4,408,384	3,653,673	2,639,411	2%	-28%
Grants & Aids	1,385	1,130	2,765	25,000	20,000	0%	-20%
Other Uses	11,075,746	7,871,724	17,396,734	8,092,842	5,864,254	4%	-28%
Totals	**$ 119,611,636**	**$ 131,088,846**	**$ 133,299,226**	**$ 140,423,904**	**$ 138,195,938**	**100%**	**-2%**

Administration Department

Mission

The Administration Department is committed to working with the community to provide transparent, ethical and responsible local government service creating an environment conducive to the highest quality to live, work, learn and play. The Department's mission is to instill leadership and commitment and to coordinate all government resources to provide a well-managed and maintained infrastructure through proactive and reactive services, excellent stewardship of public assets, and a clean, healthy and affordable Town. Immersed in the atmosphere is the pride of diversity and a variety of cultural, recreational and entertainment opportunities that enhance the quality of life.

Department Description

The Town Administrator provides the primary source of leadership to the Town's administration and staff and ensures each Department's objectives are reflective of the Town's mission. In coordination with each Department, Administration coordinates the provision of services to residents and visitors, asserts a leadership role within the community and continuously creates opportunities to improve intergovernmental relationships. The Town Administrator assists Town Council in developing policies for organizational and operating alternatives and establishing long range goals and objectives, inclusive of fiscal solvency.

FY 2021 Budget Highlights, Projects and Major Changes

Administration establishes operational and budgetary priorities that are embedded throughout our budgetary process and documentation, including the Comprehensive Annual Financial Reports (CAFR). For Fiscal Year 2021, we are adjusting to the "New Normal" created as a result of the COVID-19 pandemic. Therefore, Fiscal Year 2021 revenues and expenditures have been adjusted to reflect continued impacts. Nonetheless, the millage rate and fire assessment are unchanged. We will continue to seek transformative redevelopment while ensuring that services are delivered equitably through the Town. Finally, we will continue to utilize technology to streamline customer service, enhance public safety, and protect our customers' data, the residents, and the businesses of Davie. As we continue to face impacts from COVID-19, we will seek enhancements to our customer service offerings including the acceptance of credit cards for permitting and business tax receipts.

On a departmental basis, the Fiscal Year 2021 Administration budget will fund ongoing projects such as:

- $822,804 – Community Bus Route (Blue, Green and SFEC)

The Town receives 100% reimbursement for the community bus program through Broward County via the 2018 penny sales tax for transportation. The Community Services Division oversees the community bus program.

- $41,500 - ADA Compliance

  Administration will budget operating funds for ADA services and/or programs to our customers, including Audio Eye for ADA website compliance and remediation.

- $35,000 - Specialized Lobbyist Services

  The Town is continuing to seek additional funding from the Seminole Compact between the State of Florida and Seminole Tribe. The Tribe's existing facilities and expansion plans may be a challenge on the Town's resources.

- $17,565 - Parks and Trails Guide

  The Town is currently working on an updated Trails Master Plan that will identify existing trails and plan trail expansions. In Fiscal Year 2021, the Town will publish and mail to all residents its next iteration of the Parks and Trails Guide for the first time in over ten (10) years.

Administration does not anticipate any impacts from COVID-19 on the revenues and expenditures included in the departmental budget. In addition, there are no position changes for the Administration Department in the Fiscal Year 2021 Budget.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Administration Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

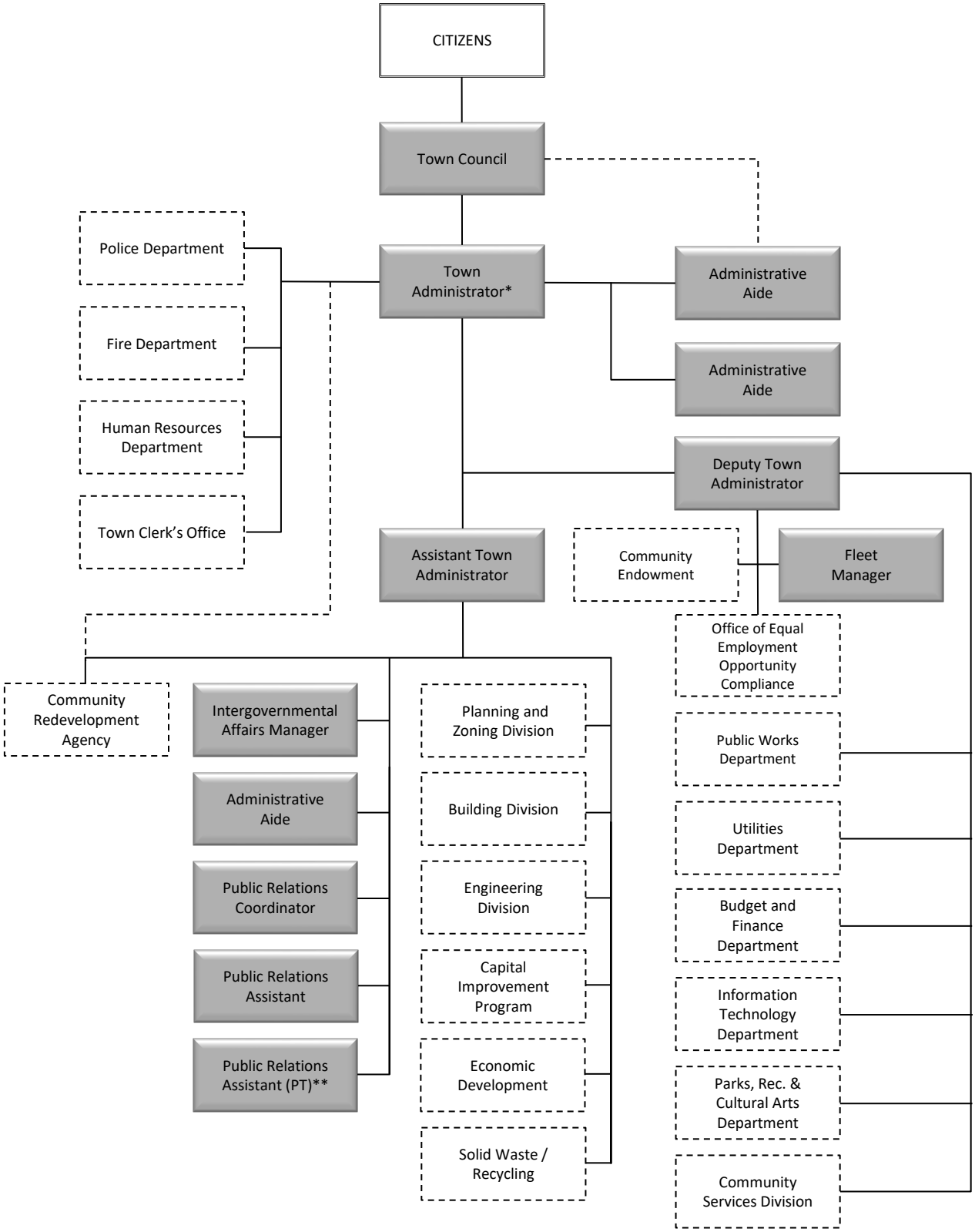
SP3 / Goal A: Provide diverse, safe and sustainable public spaces
- Upgrade town fleet to environmentally friendly vehicles that produce less harmful impacts to the environment

SP5 / Goal A: Foster a sense of safety in the Community
- Update the vehicle/equipment replacement program

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a Percent of staff attending training and development sessions	100%	100%	100%	0%	**100%**
3a Percent of Town fleet that is environmentally friendly	100%	77%	100%	85%	**100%**
5a Completion of 15-year vehicle/equipment replacement plan	100%	95%	100%	100%	**100%**

✓ Goal Achieved
✘ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Administration Department



* The Town Administrator also functions as the Executive Director of the Community Redevelopment Agency.
** The Public Relations Assistant (PT) is shared with the Community Redevelopment Agency.

Administration Department

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Mayor	1	1	1	1	
Council Members	4	4	4	4	
Town Administrator	1	1	1	1	
Deputy Town Administrator	1	1	1	1	
Assistant Town Administrator	1	1	1	1	
Administrative Aide	3	3	3	3	
Fleet Manager	1	1	1	1	
Intergovernmental Affairs Manager	1	1	1	1	
Public Relations Assistant	1	1	1	1	
Public Relations Assistant PT	0	0	1	1	
Public Relations Coordinator	1	1	1	1	
Total Budgeted Positions	**15**	**15**	**16**	**16**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Local Option Taxes	$126,636	$128,593	$123,000	$937,804	$814,804	662%
Intergovernmental	$183,679	$283,918	$804,467	$0	($804,467)	-100%
Revenue Totals	**$310,315**	**$412,512**	**$927,467**	**$937,804**	**$10,337**	**1%**
Expenditures						
Personnel Services	$1,510,300	$1,433,580	$1,597,987	$1,626,571	$28,584	2%
Operating Expenditures	$843,178	$989,673	$1,711,975	$1,703,598	($8,377)	0%
Capital Outlay	$456	$20,242	$47,530	$18,150	($29,380)	-62%
Expenditure Totals	**$2,353,934**	**$2,443,495**	**$3,357,492**	**$3,348,319**	**($9,173)**	**0%**

ADMINISTRATION DEPARTMENT
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51101 - Exec. Salaries- Mayor's Salary	$17,610	$17,915	$18,228	$15,190	$18,492
51102 - Exec. Salaries- Council's Salary	$70,440	$71,661	$72,912	$60,760	$73,968
51201 - Salaries- Regular	$939,211	$914,358	$1,013,720	$779,473	$1,035,661
51202 - Salaries- Longevity	$0	$1,750	$1,750	$516	$3,700
51208 - Salaries- Service Awards	$798	$100	$0	$0	$588
51209 - Salaries- Auto Allowances	$16,200	$15,360	$16,640	$12,800	$15,360
51210 - Salaries- Phone Allowances	$1,170	$770	$1,268	$775	$1,530
51212 - Salaries- Deferred Comp.	$19,500	$19,500	$19,500	$25,135	$25,000
51401 - Overtime	$0	$2,867	$4,600	$3,337	$2,500
52101 - FICA Taxes	$67,257	$64,212	$72,705	$57,205	$74,319
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$201,453	$171,557	$169,346	$132,201	$164,477
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$17,155	$14,699	$15,601	$12,619	$15,813
52301 - Life & Health Ins- Health	$157,785	$137,170	$190,051	$122,251	$193,344
52401 - Workers' Compensation	$1,722	$1,662	$1,666	$1,383	$1,819
Personnel Services Totals	**$1,510,300**	**$1,433,580**	**$1,597,987**	**$1,223,645**	**$1,626,571**
Operating Expenditures					
53103 - Prof Svc- Special Projects	$73,229	$95,662	$297,550	$193,473	$267,550
53201 - Acct & Audting- Audit Expense	$71,300	$75,700	$76,000	$70,800	$80,000
53401 - Other Svc- Contractual Services	$447,049	$454,454	$798,942	$395,988	$801,022
53404 - Other Svc- Miscellaneous Expense	$891	$978	$3,000	$0	$3,000
53414 - Other Svc- Pass through Grant	$42,885	$137,325	$256,725	$162,859	$275,062
53418 - Other Svc- Employee Activities	$3,211	$3,106	$0	$0	$0
53426 - Other Svc- Internal Charges IT	$92,841	$110,709	$125,698	$104,748	$123,848
53428 - Other Svc- Mayor's Account	$260	$525	$3,000	$25	$3,000
53429 - Other Svc- District 1 Account	$145	$2,411	$3,000	$704	$3,000
53430 - Other Svc- District 2 Account	$250	$325	$3,000	$171	$3,000
53431 - Other Svc- District 3 Account	$359	$1,508	$3,000	$88	$3,000
53432 - Other Svc- District 4 Account	$134	$40	$3,000	$0	$3,000
54101 - Communications Services Expense	$13,059	$13,527	$25,059	$9,171	$21,821
54302 - Utility Svc- Water & Sewer	$7,488	$6,014	$3,700	$1,812	$3,000
54601 - Repairs&Maint- Vehicle Usage	$7,104	$7,236	$7,320	$6,100	$7,464
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$380	$115	$1,000	$87	$1,000
55101 - Office Supply Expenses	$4,173	$6,633	$8,400	$4,435	$11,400
55209 - Oper Sup- Fuel	$984	$1,696	$1,900	$544	$1,800
55214 - Oper Sup- Other Supplies	$0	$0	$6,000	$3,807	$6,000
55401 - Books, Publications, Memberships	$48,717	$41,064	$47,831	$40,178	$47,881
55501 - Training- Training & Education	$28,720	$30,645	$37,850	$16,417	$37,750
Operating Expenditures Totals	**$843,178**	**$989,673**	**$1,711,975**	**$1,011,408**	**$1,703,598**

ADMINISTRATION DEPARTMENT
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$3,000	$0	$0
56453 - Mach & Equip- Tech Equip & Maint.	$456	$20,242	$44,530	$10,160	$18,150
Capital Outlay Totals	**$456**	**$20,242**	**$47,530**	**$10,160**	**$18,150**
Department Grand Totals:	**$2,353,934**	**$2,443,495**	**$3,357,492**	**$2,245,213**	**$3,348,319**

ADMINISTRATION DEPARTMENT
GENERAL OPERATIONS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$697,765	$710,277	$742,695	$607,786	$756,598
51202 - Salaries- Longevity	$0	$1,750	$1,750	$516	$3,700
51208 - Salaries- Service Awards	$798	$0	$0	$0	$488
51209 - Salaries- Auto Allowances	$16,200	$15,360	$16,640	$12,800	$15,360
51210 - Salaries- Phone Allowances	$570	$570	$618	$775	$930
51212 - Salaries- Deferred Comp.	$19,500	$19,500	$19,500	$25,135	$25,000
52101 - FICA Taxes	$42,729	$42,196	$44,635	$38,624	$45,687
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$141,190	$129,037	$119,161	$98,476	$117,086
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$17,155	$14,699	$15,601	$12,619	$15,813
52301 - Life & Health Ins- Health	$57,637	$56,394	$70,426	$49,201	$71,724
52401 - Workers' Compensation	$1,288	$1,314	$1,222	$1,018	$1,261
Personnel Services Totals	**$994,832**	**$991,097**	**$1,032,248**	**$846,949**	**$1,053,647**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$3,310	$4,141	$6,000	$2,379	$8,040
53426 - Other Svc- Internal Charges IT	$92,841	$110,709	$125,698	$104,748	$123,848
54101 - Communications Services Expense	$12,832	$13,527	$20,899	$9,171	$17,661
54302 - Utility Svc- Water & Sewer	$2,648	$2,142	$1,300	$645	$1,000
55101 - Office Supply Expenses	$1,772	$1,142	$1,900	$983	$1,900
55401 - Books, Publications, Memberships	$6,025	$6,737	$6,475	$4,895	$6,525
55501 - Training- Training & Education	$9,057	$9,956	$14,200	$4,011	$16,100
Operating Expenditures Totals	**$128,486**	**$148,354**	**$176,472**	**$126,833**	**$175,074**
Capital Outlay					
56453 - Mach & Equip- Tech Equip & Maint.	$456	$20,242	$44,530	$10,160	$18,150
Capital Outlay Totals	**$456**	**$20,242**	**$44,530**	**$10,160**	**$18,150**
Division Subtotals:	**$1,123,775**	**$1,159,693**	**$1,253,250**	**$983,943**	**$1,246,871**

ADMINISTRATION DEPARTMENT
SPECIAL PROJECTS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
53103 - Prof Svc- Special Projects	$42,689	$63,999	$212,550	$163,473	$212,550
53418 - Other Svc- Employee Activities	$3,211	$3,106	$0	$0	$0
55214 - Oper Sup- Other Supplies	$0	$0	$6,000	$3,807	$6,000
Operating Expenditures Totals	**$45,900**	**$67,105**	**$218,550**	**$167,280**	**$218,550**
Division Subtotals:	**$45,900**	**$67,105**	**$218,550**	**$167,280**	**$218,550**

ADMINISTRATION DEPARTMENT
LEGISLATIVE SERVICES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Personnel Services					
51101 - Exec. Salaries- Mayor's Salary	$17,610	$17,915	$18,228	$15,190	$18,492
51102 - Exec. Salaries- Council's Salary	$70,440	$71,661	$72,912	$60,760	$73,968
52101 - FICA Taxes	$6,552	$6,552	$6,980	$5,555	$7,080
52301 - Life & Health Ins- Health	$48,164	$48,820	$54,000	$42,230	$54,900
52401 - Workers' Compensation	$0	$0	$0	$86	$105
Personnel Services Totals	**$142,765**	**$144,947**	**$152,120**	**$123,820**	**$154,545**
Operating Expenditures					
53103 - Prof Svc- Special Projects	$30,541	$31,663	$85,000	$30,000	$55,000
53201 - Acct & Audting- Audit Expense	$71,300	$75,700	$76,000	$70,800	$80,000
53401 - Other Svc- Contractual Services	$76,000	$69,997	$136,000	$66,997	$136,000
53404 - Other Svc- Miscellaneous Expense	$891	$978	$3,000	$0	$3,000
53428 - Other Svc- Mayor's Account	$260	$525	$3,000	$25	$3,000
53429 - Other Svc- District 1 Account	$145	$2,411	$3,000	$704	$3,000
53430 - Other Svc- District 2 Account	$250	$325	$3,000	$171	$3,000
53431 - Other Svc- District 3 Account	$359	$1,508	$3,000	$88	$3,000
53432 - Other Svc- District 4 Account	$134	$40	$3,000	$0	$3,000
54101 - Communications Services Expense	$226	$0	$4,160	$0	$4,160
54302 - Utility Svc- Water & Sewer	$2,648	$2,142	$1,300	$645	$1,000
55401 - Books, Publications, Memberships	$42,692	$34,327	$41,356	$35,283	$41,356
55501 - Training- Training & Education	$16,857	$16,800	$17,000	$11,612	$17,000
Operating Expenditures Totals	**$242,302**	**$236,416**	**$378,816**	**$216,325**	**$352,516**
Division Subtotals:	**$385,067**	**$381,363**	**$530,936**	**$340,145**	**$507,061**

ADMINISTRATION DEPARTMENT
BUS TRANSPORTATION SERVICE

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
53401 - Other Svc- Contractual Services	$310,085	$305,399	$547,742	$269,523	$547,742
53414 - Other Svc- Pass through Grant	$42,885	$137,325	$256,725	$162,859	$275,062
Operating Expenditures Totals	**$352,970**	**$442,724**	**$804,467**	**$432,382**	**$822,804**
Division Subtotals:	**$352,970**	**$442,724**	**$804,467**	**$432,382**	**$822,804**

ADMINISTRATION DEPARTMENT
PROGRAMS DIVISION

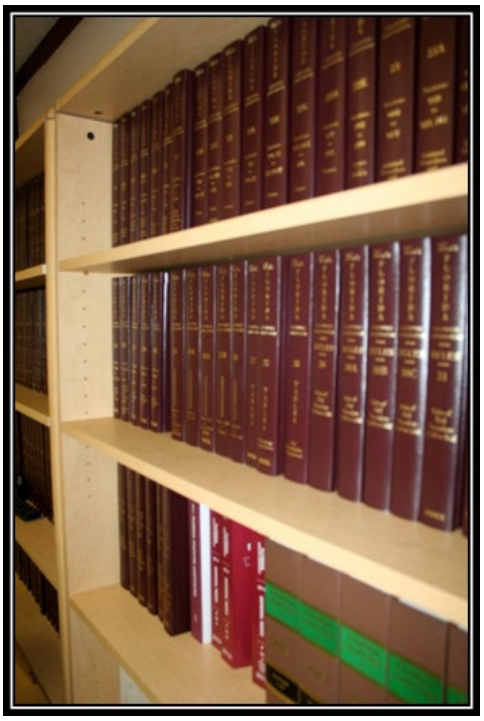
	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Personnel Services					
51201 - Salaries- Regular	$241,446	$204,081	$271,025	$171,687	$279,063
51208 - Salaries- Service Awards	$0	$100	$0	$0	$100
51210 - Salaries- Phone Allowances	$600	$200	$650	$0	$600
51401 - Overtime	$0	$2,867	$4,600	$3,337	$2,500
52101 - FICA Taxes	$17,976	$15,465	$21,090	$13,026	$21,552
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$60,263	$42,519	$50,185	$33,725	$47,391
52301 - Life & Health Ins- Health	$51,984	$31,956	$65,625	$30,820	$66,720
52401 - Workers' Compensation	$434	$348	$444	$280	$453
Personnel Services Totals	**$372,703**	**$297,536**	**$413,619**	**$252,876**	**$418,379**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$57,653	$74,918	$109,200	$57,089	$109,240
54302 - Utility Svc- Water & Sewer	$2,191	$1,730	$1,100	$521	$1,000
54601 - Repairs&Maint- Vehicle Usage	$7,104	$7,236	$7,320	$6,100	$7,464
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$380	$115	$1,000	$87	$1,000
55101 - Office Supply Expenses	$2,401	$5,491	$6,500	$3,451	$9,500
55209 - Oper Sup- Fuel	$984	$1,696	$1,900	$544	$1,800
55501 - Training- Training & Education	$2,806	$3,889	$6,650	$795	$4,650
Operating Expenditures Totals	**$73,520**	**$95,074**	**$133,670**	**$68,587**	**$134,654**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$3,000	$0	$0
Capital Outlay Totals	**$0**	**$0**	**$3,000**	**$0**	**$0**
Division Subtotals:	**$446,223**	**$392,610**	**$550,289**	**$321,463**	**$553,033**

Office of the Town Attorney

Mission

The Office of the Town Attorney is dedicated to the delivery of the highest quality legal services to the Town of Davie. We are ready and available for consultations, problem solving, contract review, contract preparation, legal opinions, meetings on or offsite, litigation, and other legal needs of the members of Town Council, Administration and all Town Departments.

Department Description



The Office of the Town Attorney is responsible for taking the legal steps needed to ensure the Town of Davie complies with the law and the vendors contracting with the Town of Davie adhere to their contracts. The Office of the Town Attorney represents the Town in legal matters. The Office files and defends civil lawsuits and prosecutes various municipal ordinance violations. We serve the Town Council, the Town Administrator, and all of the Town Departments in ensuring that proper legal advice is given.

The Office of the Town Attorney provides everyday legal support to the Town Council and all departments within the Town of Davie. The Office of the Town Attorney creates, edits and reviews contracts, drafts legal opinions, provides ethics and public records training, prosecutes municipal ordinance violations, performs legal research, drafts and/or reviews ordinances, and drafts and/or reviews resolutions. The Office of the Town Attorney attends all Town Council and Davie Community Redevelopment Agency meetings. Additionally, we provide legal support to Town advisory boards and committees.

FY 2021 Budget Highlights, Projects and Major Changes

No major changes are proposed for the budget of the Office of the Town Attorney for Fiscal Year 2021. The temporary, second Town Attorney position that was funded for four weeks in the Fiscal Year 2020 Budget is removed for Fiscal Year 2021. In addition, the Fiscal Year 2021 Budget includes two position changes that occurred during Fiscal Year 2020. The part-time Secretary (Confidential) position was reclassified to a full-time Paralegal position, and the Attorney position was reclassified to Assistant Town Attorney.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Office of the Town Attorney

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP1 / Goal C: Develop a systematic approach by partnering with other departments to increase the level of services to maximize customer satisfaction

- Develop and coordinate effective interdepartmental communication capability techniques to ensure delivery of excellent citizen satisfaction

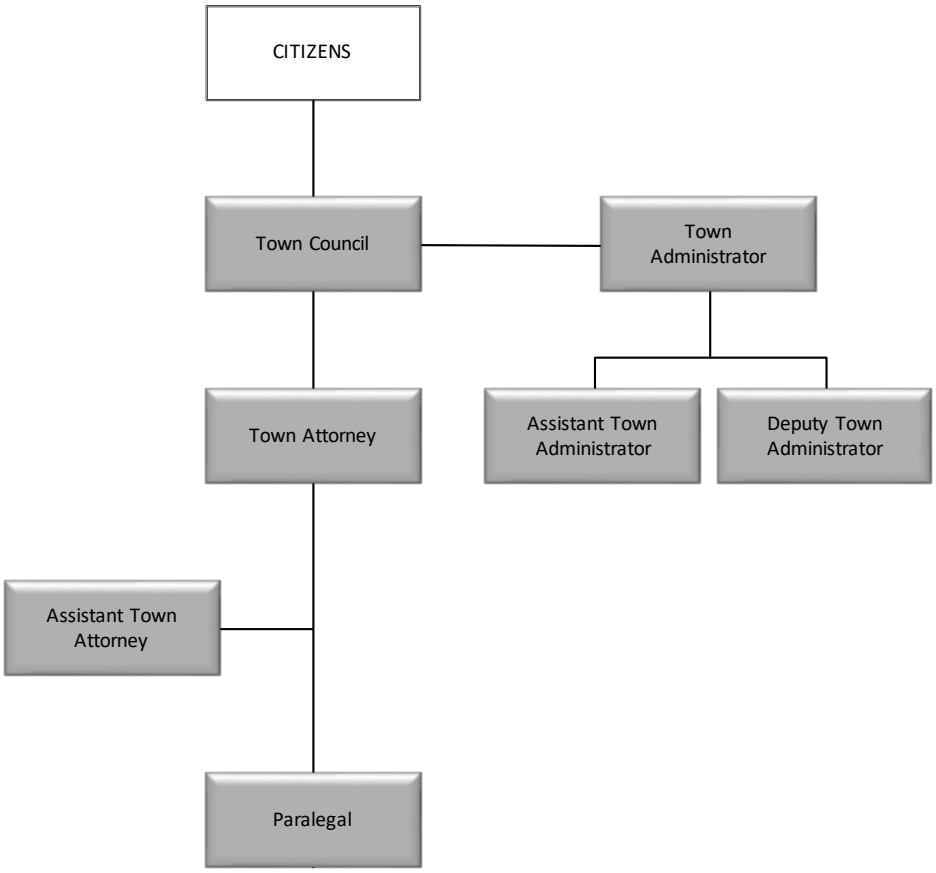
SP2 / Goal A: Conduct annual staff development and training

- Conduct annual staff development and training

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
1c Percentage of Town Council meetings attended	100%	100%	100%	100%	**100%**
1c Percentage of Site Plan Committee meetings attended	100%	100%	100%	100%	**100%**
1c Percentage of Planning and Zoning Board meetings attended	100%	100%	100%	100%	**100%**
2a Percent of staff attending training and development sessions	100%	100%	100%	100%	**100%**

✓ Goal Achieved
✖ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Office of the Town Attorney



Office of the Town Attorney

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Assistant Town Attorney	0	0	1	1	
Attorney	1	1	0	0	
Paralegal	0	0	1	1	
Secretary PT (Confidential)	1	1	0	0	
Town Attorney	1	1	2	1	-1
Total Budgeted Positions	**3**	**3**	**4**	**3**	**-1**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Charges for Services	$28,020	$32,490	$30,000	$30,000	$0	0%
Judgments, Fines and Forfeits	$25,935	$32,250	$20,000	$20,000	$0	0%
Revenue Totals	**$53,955**	**$64,740**	**$50,000**	**$50,000**	**$0**	**0%**
Expenditures						
Personnel Services	$390,706	$403,377	$472,273	$445,432	($26,841)	-6%
Operating Expenditures	$36,206	$40,956	$99,122	$81,872	($17,250)	-17%
Capital Outlay	$700	$0	$0	$0	$0	*
Expenditure Totals	**$427,612**	**$444,333**	**$571,395**	**$527,304**	**($44,091)**	**-8%**

OFFICE OF THE TOWN ATTORNEY
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$304,605	$317,443	$349,277	$150,163	$293,592
51209 - Salaries- Auto Allowances	$4,800	$4,800	$5,200	$2,622	$4,800
51210 - Salaries- Phone Allowances	$1,200	$1,200	$1,300	$700	$1,200
51212 - Salaries- Deferred Comp.	$22,500	$25,382	$0	$8,021	$7,500
52101 - FICA Taxes	$18,960	$18,872	$21,636	$12,203	$22,395
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$17,863	$14,610	$58,618	$17,988	$54,202
52301 - Life & Health Ins- Health	$20,320	$20,600	$35,750	$17,570	$61,320
52401 - Workers' Compensation	$458	$470	$492	$214	$423
Personnel Services Totals	**$390,706**	**$403,377**	**$472,273**	**$209,481**	**$445,432**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$0	$2,567	$53,600	$1,200	$44,500
53401 - Other Svc- Contractual Services	$2,305	$2,543	$6,300	$2,733	$6,420
53416 - Other Svc- Legal Settlements	$0	$0	$0	$138,000	$0
53426 - Other Svc- Internal Charges IT	$21,711	$24,272	$26,014	$21,678	$18,832
53451 - Other Svc- Pretrial Diversion Program	$2,691	$1,214	$720	$740	$1,250
54101 - Communications Services Expense	$1,495	$1,661	$2,078	$1,054	$850
54302 - Utility Svc- Water & Sewer	$1,644	$1,318	$800	$397	$600
55101 - Office Supply Expenses	$1,272	$1,637	$1,610	$935	$1,420
55501 - Training- Training & Education	$5,088	$5,744	$8,000	$166	$8,000
Operating Expenditures Totals	**$36,206**	**$40,956**	**$99,122**	**$166,904**	**$81,872**
Capital Outlay					
56453 - Mach & Equip- Tech Equip & Maint.	$700	$0	$0	$0	$0
Capital Outlay Totals	**$700**	**$0**	**$0**	**$0**	**$0**
Department Grand Totals:	**$427,612**	**$444,333**	**$571,395**	**$376,385**	**$527,304**

Police Department

Mission

The Davie Police Department exists to serve and protect the citizens of both the Town of Davie and the Town of Southwest Ranches. The Department is committed to work in partnership with the community for the mutual purpose of promoting safe streets and neighborhoods, creating a community free from crime, and improving the overall quality of life.

Department Description

The Davie Police Department is a full service law enforcement agency accredited by the Commission for Florida Law Enforcement Accreditation. The agency is organized into five divisions, Patrol, Special Operations, Administrative Support, Investigations, and Code Compliance, to provide the highest level of professionalism possible.

FY 2021 Budget Highlights, Projects and Major Changes

The Fiscal Year 2021 Budget provides coverage for staffing and operational demand. There are no changes to the Police Department's staffing complement. The department has several projects planned for Fiscal Year 2021 that prioritize technological upgrades. Three projects will take priority and include: upgrades to the hardware and technological equipment in the community room and training rooms; hardware and software for license plate reader systems; and software upgrades for digital evidence storage systems.

Technological upgrades to the community room and training rooms include projectors, consoles and computer software necessary to run video, applications and media. All rooms are frequently used for community events, training classes (both internal and outside training) and presentations. Technological upgrades also include the purchase of additional license plate readers (LPRs) for fixed applications and vehicle-mounted units. The fixed applications will be mounted in high traffic areas to provide additional resources to ensure a safe community. Additionally, technological enhancements and upgrades will involve the evaluation of digital media management to expand services and efficiency through the storage and preservation of records, digital evidence and digital media.

During Fiscal Year 2020, the Police Department will examine the operational efficiency and available resources of the Investigations Division to evaluate goals, strategies and departmental objectives. New proactive strategies will include the prevention and suppression of emerging crime trends in the Town. In addition, the department will emphasize a strategic focus on unsolved crimes using new investigative resources and forensic technology. With increasing technological applications in DNA analysis and forensic resources available, evidentiary items from unsolved investigations can be reexamined using the most up-to-date technology. The department's personnel allocations, equipment, facilities and funding are currently being evaluated through a master plan study. Once complete, an implementation strategy based on the study's recommendations will be considered.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Police Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP1 /Goal B: Foster a positive work environment for all Town employees
- Develop and implement an Employee Wellness Initiative

SP2 / Goal A: Provide First-class Public Safety Services
- Develop a staffing plan to address service demand needs
- Conduct annual staff development and training
- Add a Police Reserve Program

SP3 / Goal A: Provide diverse, safe and sustainable public spaces
- Develop a code enforcement enhancement plan

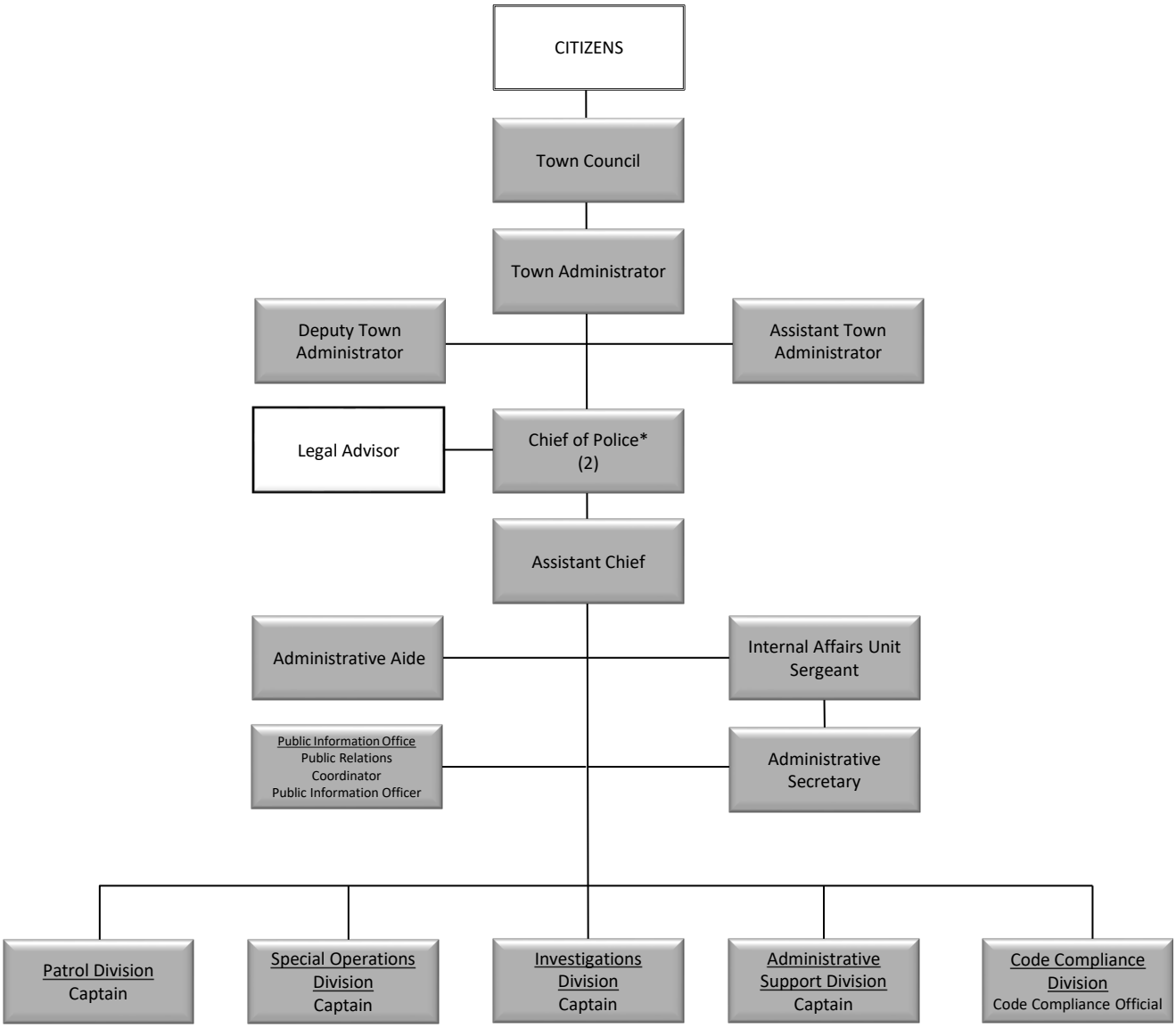
SP5 / Goal A: Foster a sense of safety in the Community
- Expand the School Resource Officer (SRO) program
- Develop an emergency management program
- Use adaptive signal timing for high volume streets and intersections to calm traffic

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
1b★ Number of PTSD and Peer-to-Peer Counseling Trainings	30	42	20	10	**10**
2a★ Percent of staff attending training and development sessions	100%	100%	100%	22%	**100%**
2a★ Completion of police staffing plan based on service demand and community engagement	100%	0%	100%	25%	**100%**
2a★ Completion and approval of emergency management plan meeting national standards	100%	0%	100%	0%	**100%**
2a★ Number of police reservists	10	2	10	2	**10**
2a★ Number of Multijurisdictional Scenario Trainings/Table-top exercises	2	4	3	1	**3**
3a★ Number of community meetings held to address code compliance concerns	6	9	6	1	**4**
3a★ Completion of permit rate structure analysis to identify revenue enhancements	1	0	1	0	**1**
5a★ Percent of School Resource Officer coverage at schools	100%	100%	100%	100%	**100%**
5a★ Decrease in the number of traffic crashes	5700	4,642	5,655	3,251	**3,500**

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
5a★ Increase in the number of traffic citations	9500	12,129	9,300	5,205	**6,800**
5a★ Number of trainings for the School Resource Unit personnel	4	10	4	3	**3**
5a★ Number of Crisis Intervention Training for department members	2	11	3	4	**4**
Accomplishments					
2a ✓ Creation of the police reserve program	100%	100%	✓	✓	✓

✓ Goal Achieved
✘ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Police Department
Office of the Chief



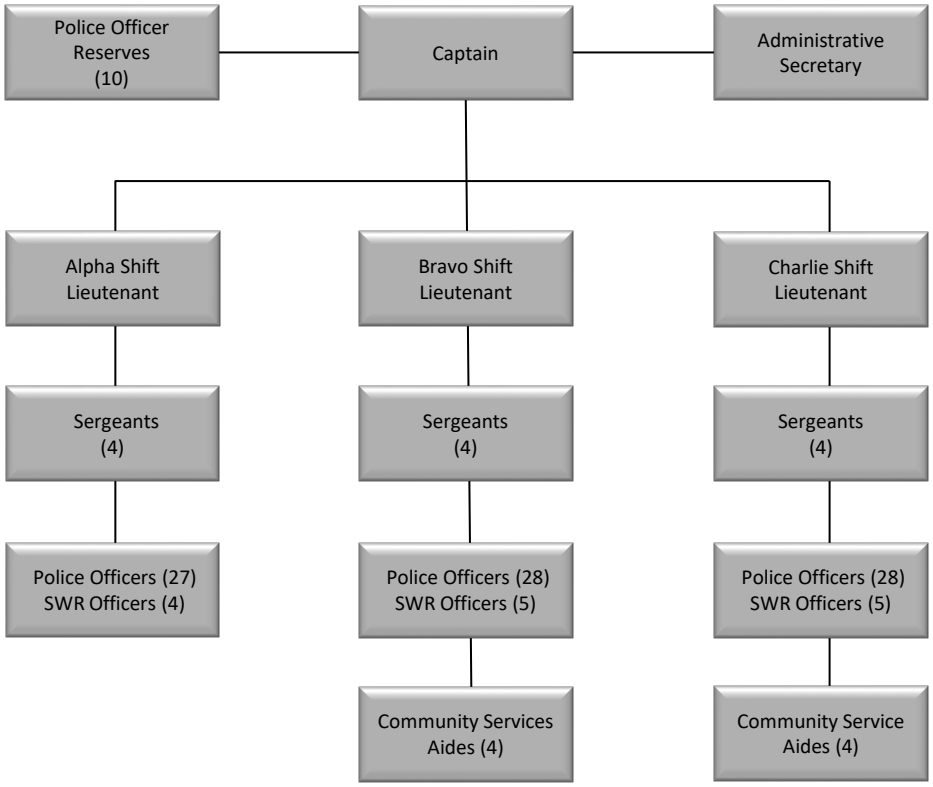
OFFICE OF THE CHIEF

2 - Chief of Police*	**1 - Administrative Aide**
1 - Assistant Chief	**1 - Administrative Secretary**
1 - Sergeant	**1 - Public Relations Coordinator**
4 - Sworn	**3 - Non-Sworn**

***2nd Chief of Police position is temporary**

Police Department

Patrol Division



Ancillary Units

Special Response Team	Crisis Response Team	Honor Guard
Dive Team	Field Force	Field Training Program
Chaplaincy Program	Civilian Patrol Program	

PATROL DIVISION

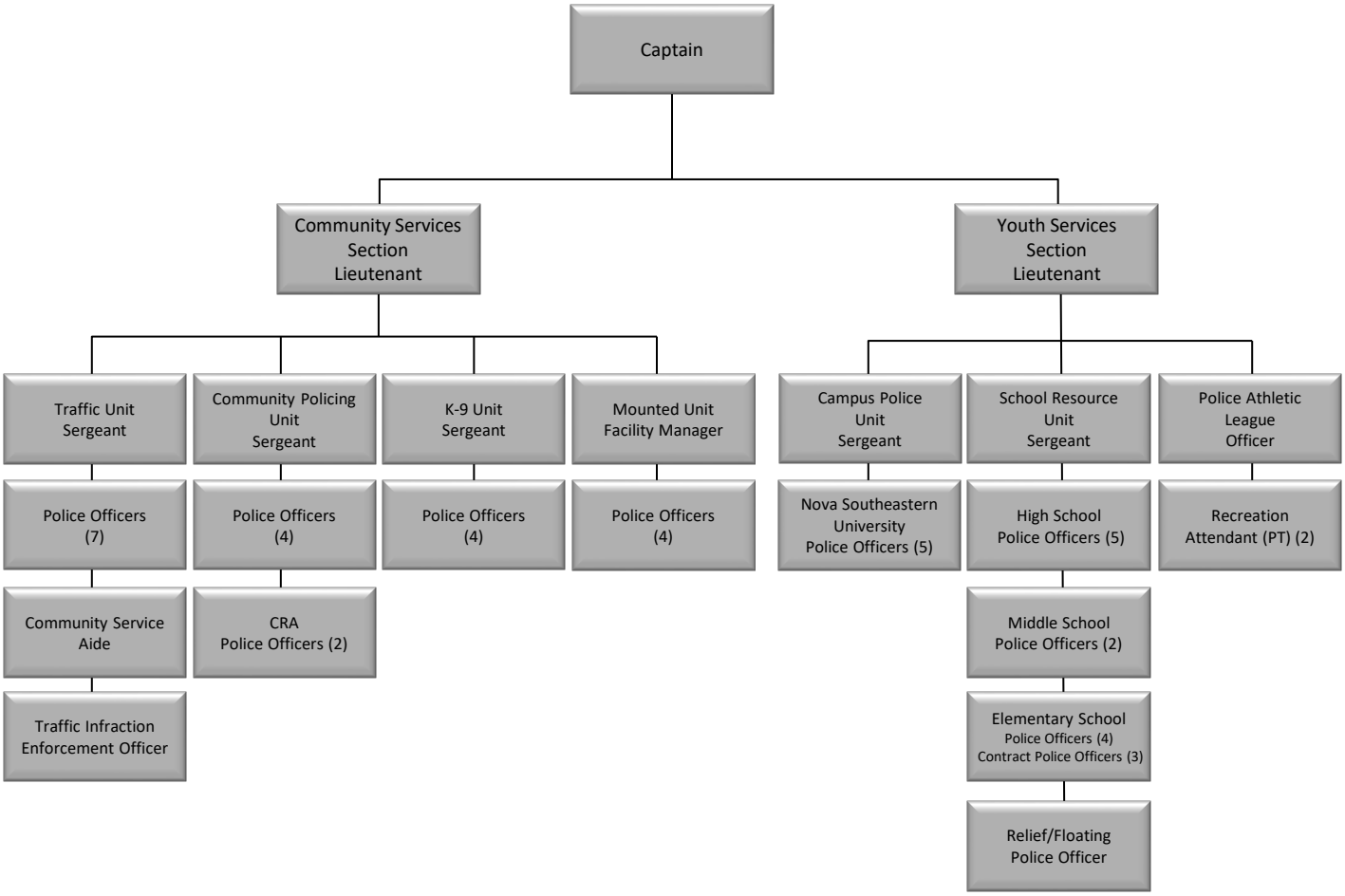
1 - Captain
3 - Lieutenants
12 - Sergeants
85 - Police Officers
14 - SWR Officers
10 - Police Officer Reserves

8 - Community Service Aides
1 - Administrative Secretary

123 - Sworn
9 - Non-Sworn

Police Department

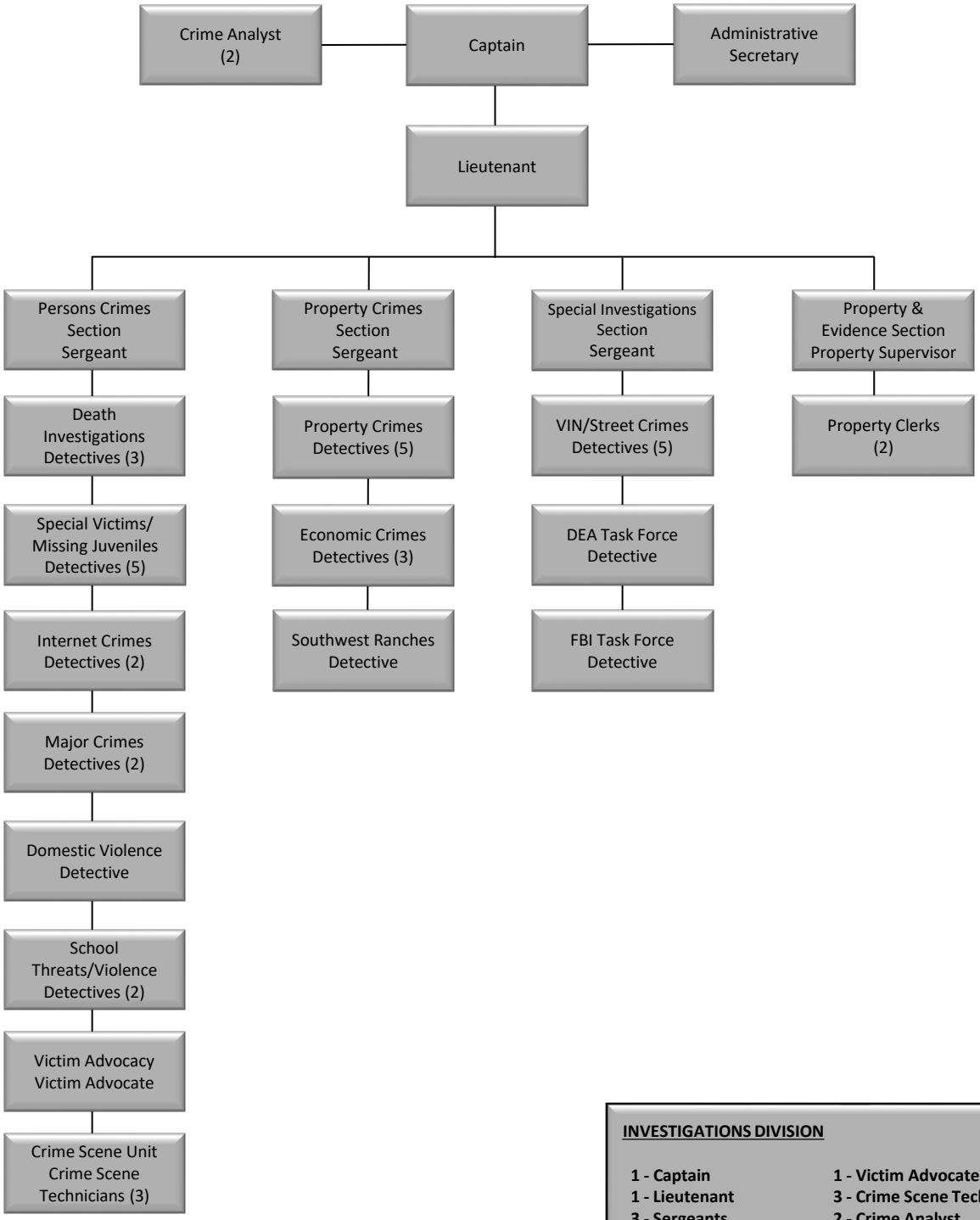
Special Operations Division



SPECIAL OPERATIONS DIVISION

1 - Captain	**1 - Community Service Aide**
2 - Lieutenants	**1 - Traffic Infraction Enforcement Officer**
5 - Sergeants	**2 - PAL Recreation Attendants (PT)**
39 - Police Officers	**1 - Facility Manager**
3 - Contract Police Officers	
50 - Sworn	**5 - Non-Sworn**

Police Department
Investigations Division

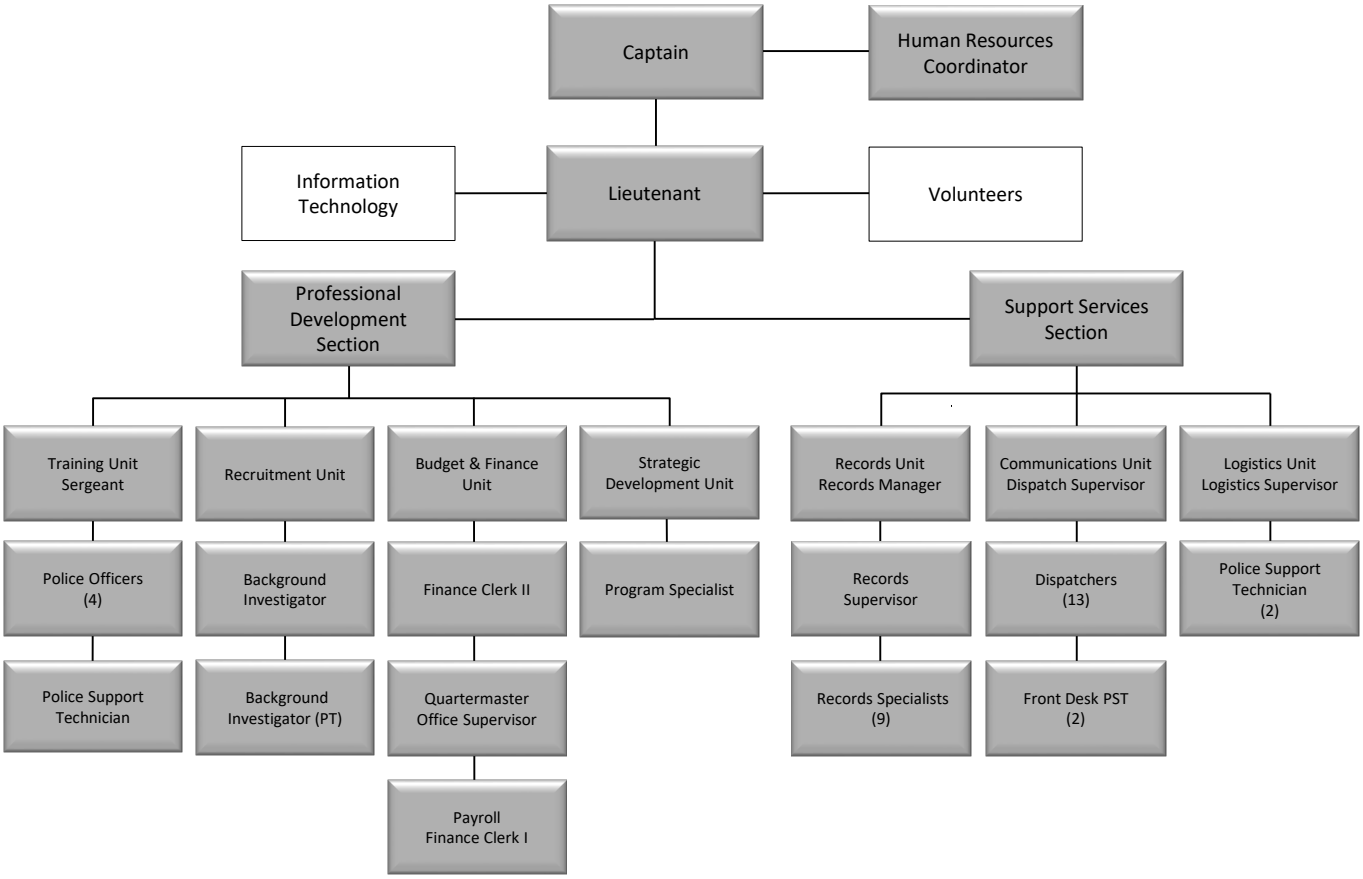


INVESTIGATIONS DIVISION

1 - Captain	**1 - Victim Advocate**
1 - Lieutenant	**3 - Crime Scene Technicians**
3 - Sergeants	**2 - Crime Analyst**
31 - Detectives	**1 - Property Supervisor**
	2 - Property Clerks
	1 - Administrative Secretary
36 - Sworn	**10 - Non-Sworn**

Police Department

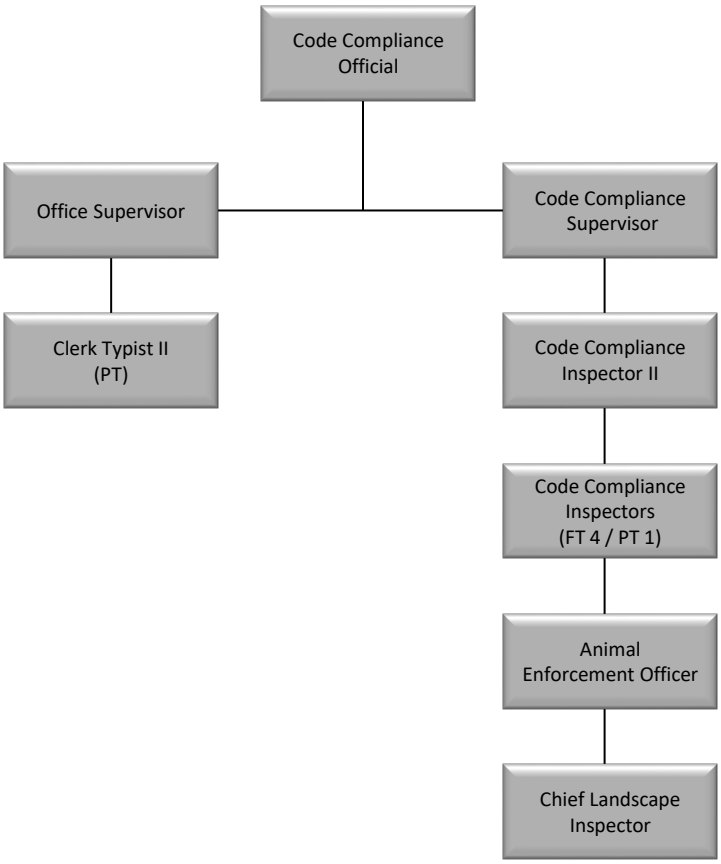
Administrative Support Division



ADMINISTRATIVE SUPPORT DIVISION

1 - Captain	**2 - Police Support Tech (PST)**
1 - Lieutenant	**1 - Dispatch Supervisor**
1 - Sergeant	**13 - Dispatchers**
4 - Officers	**2 - Front Desk PST**
	1 - Records Manager
	1 - Records Supervisor
	9 - Records Specialists
	1 - Human Resources Coordinator
	1 - Background Investigator
	1 - Background Investigator (PT)
	1 - Logistics Supervisor
	1 - Program Specialist
	1 - Office Supervisor
	1 - Finance Clerk II
	1 - Finance Clerk I
7 - Sworn	**37 - Non-Sworn**

Police Department
Code Compliance Division



CODE COMPLIANCE DIVISION

1 - Code Compliance Official
1 - Code Compliance Supervisor
1 - Code Compliance Inspector II
5 - Code Compliance Inspectors (4 FT, 1 PT)
1 - Animal Enforcement Officer
1 - Chief Landscape Inspector
1 - Office Supervisor
1 - Clerk Typist II (PT)

12 - Non-Sworn

Police Department

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Administrative Aide	1	1	1	1	
Administrative Secretary	3	3	3	3	
Animal Enforcement Officer	1	1	1	1	
Assistant Police Chief	1	1	1	1	
Background Investigator	0	1	1	1	
Background Investigator PT	0	0	1	1	
Chief Landscape Inspector	0	0	1	1	
Chief of Police	1	1	2	2	
Clerk Typist II PT	1	1	1	1	
Code Compliance Inspector	4	4	4	4	
Code Compliance Inspector II	1	1	1	1	
Code Compliance Inspector PT	1	1	1	1	
Code Compliance Official	1	1	1	1	
Code Compliance Supervisor	1	1	1	1	
Community Service Aide	10	9	9	9	
Crime Analyst	2	2	2	2	
Crime Scene Technician	3	3	3	3	
Dispatch Supervisor	1	1	1	1	
Dispatcher	13	13	13	13	
Facility Manager	1	1	1	1	
Finance Clerk I	1	1	1	1	
Finance Clerk II	1	1	1	1	
Human Resources Coordinator	2	1	1	1	
Logistics Supervisor	1	1	1	1	
Office Supervisor	2	2	2	2	
Police Captain	0	0	4	4	
Police Lieutenant	7	7	7	7	
Police Major	3	3	0	0	
Police Officer	168	172	173	173	
Police Officer Reserve	0	10	10	10	
Police Programs Specialist	1	1	1	1	
Police Sergeant	21	22	22	22	
Police Support Technician	4	4	4	4	
Property Clerk	2	2	2	2	
Property Supervisor	1	1	1	1	
Public Relations Coordinator	0	0	1	1	
Records Manager	1	1	1	1	
Records Specialist	9	9	9	9	
Records Supervisor	1	1	1	1	
Recreation Attendant PT	2	2	2	2	
School Resource Officer Contractual	2	3	3	3	
Traffic Infraction Enforcement Officer	1	1	1	1	
Victim Advocate	1	1	1	1	
Total Budgeted Positions	**277**	**292**	**298**	**298**	**0**

Police Department

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Permits, Fees and Special Assessments	$73,221	$71,890	$100,000	$110,000	$10,000	10%
Intergovernmental	$55,329	$405,580	$449,932	$48,972	($400,960)	-89%
Charges for Services	$5,778,115	$6,376,987	$6,626,085	$6,541,658	($84,427)	-1%
Judgments, Fines and Forfeits	$974,737	$1,499,347	$1,023,400	$1,393,400	$370,000	36%
Revenue Totals	**$6,881,401**	**$8,353,805**	**$8,199,417**	**$8,094,030**	**($105,387)**	**-1%**
Expenditures						
Personnel Services	$38,630,332	$40,052,262	$43,972,928	$44,435,242	$462,314	1%
Operating Expenditures	$7,392,722	$7,399,095	$8,712,818	$8,609,217	($103,601)	-1%
Capital Outlay	$497,885	$346,128	$1,198,602	$741,722	($456,880)	-38%
Expenditure Totals	**$46,520,939**	**$47,797,485**	**$53,884,348**	**$53,786,181**	**($98,167)**	**0%**

POLICE DEPARTMENT
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$20,138,156	$20,848,274	$23,060,146	$17,693,815	$23,667,897
51202 - Salaries- Longevity	$46,448	$49,892	$53,663	$1,329	$53,677
51203 - Salaries- Court Time	$352,373	$439,527	$375,000	$218,009	$450,000
51204 - Salaries- Off Duty Details	$1,032,895	$1,100,787	$1,320,000	$820,180	$1,180,000
51206 - Salaries- DROP Front Loading	$425,614	$387,560	$548,000	$499,891	$600,000
51207 - Salaries- Police & Fire Accruals Cash-In	$263,703	$0	$0	$0	$0
51208 - Salaries- Service Awards	$10,550	$16,500	$10,950	$4,300	$17,450
51209 - Salaries- Auto Allowances	$0	$0	$0	$0	$1,200
51210 - Salaries- Phone Allowances	$36,410	$38,910	$45,900	$34,460	$45,510
51213 - Salaries- FOP Holiday Pay	$19,713	$74,237	$160,000	$82,364	$250,400
51401 - Overtime	$2,405,162	$2,842,886	$2,067,000	$2,106,441	$2,100,000
51501 - Special Pay- Clothing Allowances	$21,010	$21,570	$27,000	$33,276	$48,000
51502 - Special Pay- Education Incentives	$182,488	$183,379	$208,430	$150,696	$214,800
51520 - Special Pay- Special Operations	$600	$0	$0	$0	$0
51521 - Special Pay- Training Assignment	$26,570	$31,867	$33,800	$25,597	$34,200
51522 - Special Pay- Detective	$38,316	$39,913	$48,000	$31,230	$44,400
51523 - Special Pay- SRO/8 Hour Shift	$13,801	$15,640	$18,000	$21,994	$26,400
51524 - Special Pay- PIO	$3,600	$3,053	$2,400	$2,000	$2,400
51525 - Special Pay- Motorcycle	$1,000	$0	$0	$0	$0
51526 - Special Pay- Optical Reimb.	$6,931	$5,975	$7,000	$3,686	$7,000
51527 - Special Pay- Traffic Unit	$8,273	$10,201	$10,800	$9,000	$10,800
51528 - Special Pay- Comm. Policing Unit	$7,600	$7,229	$8,400	$5,816	$8,400
51529 - Special Pay- Mounted Unit	$4,400	$3,810	$6,000	$3,000	$4,800
51530 - Special Pay- Other Assignments	$1,403	$4,057	$2,400	$52	$0
51531 - Special Pay- Resident Incentive	$0	$0	$0	$0	$21,600
52101 - FICA Taxes	$1,787,364	$1,877,712	$2,135,328	$1,564,895	$2,197,076
52204 - Ret. Contr- Police Pension	$6,612,813	$6,718,595	$7,691,456	$5,314,332	$7,302,111
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$740,282	$681,487	$684,180	$556,111	$678,069
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$55,829	$48,238	$42,679	$34,943	$33,061
52212 - Ret. Contr- FOP Ret Health Ins Ben Fnd	$200,000	$300,000	$250,000	$125,000	$250,000
52215 - Ret. Contr- Pension Expense Offset	$0	($93,600)	($380,000)	$0	($380,000)
52301 - Life & Health Ins- Health	$3,435,212	$3,601,364	$4,639,670	$3,210,729	$4,620,680
52401 - Workers' Compensation	$751,814	$793,199	$896,726	$697,053	$945,311
Personnel Services Totals	**$38,630,332**	**$40,052,262**	**$43,972,928**	**$33,250,200**	**$44,435,242**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$86,727	$109,601	$120,500	$81,651	$127,500
53107 - Prof Svc- Other Professional Svcs	$1,610	$2,401	$2,700	$678	$2,700
53113 - Prof Svc- New Hire Expenditures	$87,410	$80,251	$93,600	$47,114	$93,600
53401 - Other Svc- Contractual Services	$382,130	$343,884	$449,000	$245,119	$455,800
53420 - Other Svc- Nuisance Abatement	$3,020	$4,290	$15,000	$0	$15,000
53426 - Other Svc- Internal Charges IT	$1,919,203	$2,123,355	$2,444,475	$2,037,063	$2,583,488

POLICE DEPARTMENT
EXPENDITURES SUMMARY (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
53442 - Other Svc- Community Programs	$18,417	$16,709	$19,500	$7,344	$18,000
53446 - Other Svc- Red Light Cameras	$213,536	$260,026	$310,000	$169,405	$310,000
53453 - Other Svc- Mounted Unit Boarding/Care	$100,338	$101,342	$130,340	$95,430	$147,400
53501 - Investigative Expenses	$38,432	$47,324	$70,400	$31,643	$64,700
54001 - Travel & Per Diem (non-training)	$6,273	$700	$20,000	$1,248	$20,000
54101 - Communications Services Expense	$273,699	$245,866	$299,409	$174,302	$318,839
54302 - Utility Svc- Water & Sewer	$26,396	$45,259	$44,700	$27,789	$46,100
54303 - Utility Svc- Electric	$157,908	$203,995	$216,500	$123,387	$196,550
54402 - Rentals & Leases- Vehicles	$85,470	$74,352	$91,235	$44,674	$63,380
54501 - Ins- Insurance Premiums	$6,819	$7,032	$15,000	$9,468	$12,000
54601 - Repairs&Maint- Vehicle Usage	$2,308,778	$2,207,484	$2,377,944	$1,832,806	$2,327,460
54607 - Repairs&Maint- Radio Maintenance	$56,833	$35,201	$41,115	$31,671	$12,000
54608 - Repairs&Maint- Equipment Maint	$159,566	$124,763	$27,000	$23,316	$16,000
54617 - Repairs&Maint- Directed Work/Non-Contract	$254,086	$183,439	$242,000	$104,618	$225,000
54701 - Printing & Binding- Printing&Pub.	$17,542	$19,982	$35,500	$2,520	$35,500
55101 - Office Supply Expenses	$110,011	$111,859	$121,700	$55,141	$121,700
55201 - Oper Sup- Uniforms	$199,008	$193,093	$262,800	$168,534	$236,900
55204 - Oper Sup- Animal Expense	$20,497	$32,109	$54,500	$29,535	$53,400
55208 - Oper Sup- Emerg. Preparedness	$11,525	$23,331	$25,000	$3,764	$25,000
55209 - Oper Sup- Fuel	$621,035	$566,522	$765,200	$284,545	$682,500
55290 - Oper Sup- Officer Equipment	$0	$3,961	$113,000	$47,924	$107,000
55292 - Oper Sup- Safety & Riot Equip.	$9,347	$10,000	$10,000	$0	$10,000
55293 - Oper Sup- Gun Range Expenses	$81,442	$83,796	$104,000	$52,064	$91,000
55294 - Oper Sup- Mounted Unit Supplies	$10,411	$14,265	$16,200	$1,699	$16,200
55295 - Oper Sup- COP/Motors Supplies	$0	$4,994	$7,500	$4,526	$7,500
55296 - Oper Sup- Dive Team Supplies	$0	$3,204	$14,000	$13,924	$14,000
55297 - Oper Sup- Field Force Supplies	$0	$0	$10,000	$0	$10,000
55298 - Oper Sup- SRT Supplies	$0	$8,865	$9,000	$5,391	$9,000
55401 - Books, Publications, Memberships	$5,091	$5,984	$19,000	$13,193	$19,000
55501 - Training- Training & Education	$107,098	$86,793	$105,000	$62,289	$105,000
55502 - Training- Tuition Reimbursements	$13,064	$13,063	$10,000	$6,571	$10,000
Operating Expenditures Totals	**$7,392,722**	**$7,399,095**	**$8,712,818**	**$5,840,343**	**$8,609,217**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$32,718	$49,188	$138,600	$94,396	$66,000
56453 - Mach & Equip- Tech Equip & Maint.	$427,612	$296,913	$610,070	$362,385	$626,750
56480 - Mach & Equip- Grants Expense	$37,555	$27	$449,932	$12,211	$48,972
Capital Outlay Totals	**$497,885**	**$346,128**	**$1,198,602**	**$468,991**	**$741,722**
Department Grand Totals:	**$46,520,939**	**$47,797,485**	**$53,884,348**	**$39,559,534**	**$53,786,181**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$19,005,424	$19,749,421	$21,909,881	$16,770,165	$22,489,530
51202 - Salaries- Longevity	$46,448	$49,892	$53,663	$1,329	$53,677
51203 - Salaries- Court Time	$352,373	$439,527	$375,000	$218,009	$450,000
51204 - Salaries- Off Duty Details	$1,032,895	$1,100,787	$1,320,000	$820,180	$1,180,000
51206 - Salaries- DROP Front Loading	$425,614	$387,560	$548,000	$499,891	$600,000
51207 - Salaries- Police & Fire Accruals Cash-In	$263,703	$0	$0	$0	$0
51208 - Salaries- Service Awards	$10,450	$15,858	$10,050	$3,750	$16,395
51209 - Salaries- Auto Allowances	$0	$0	$0	$0	$1,200
51210 - Salaries- Phone Allowances	$36,410	$38,366	$45,380	$34,060	$45,030
51213 - Salaries- FOP Holiday Pay	$19,713	$74,237	$160,000	$82,364	$250,400
51401 - Overtime	$2,318,460	$2,709,131	$2,000,000	$2,002,385	$2,000,000
51501 - Special Pay- Clothing Allowances	$20,410	$20,970	$26,400	$32,276	$46,800
51502 - Special Pay- Education Incentives	$168,380	$170,786	$196,028	$140,816	$202,944
51520 - Special Pay- Special Operations	$600	$0	$0	$0	$0
51521 - Special Pay- Training Assignment	$26,570	$31,867	$33,800	$25,597	$34,200
51522 - Special Pay- Detective	$37,116	$38,713	$46,800	$30,230	$43,200
51523 - Special Pay- SRO/8 Hour Shift	$13,470	$15,449	$18,000	$21,994	$26,400
51524 - Special Pay- PIO	$3,600	$3,053	$2,400	$2,000	$2,400
51525 - Special Pay- Motorcycle	$1,000	$0	$0	$0	$0
51526 - Special Pay- Optical Reimb.	$6,931	$5,975	$7,000	$3,686	$7,000
51527 - Special Pay- Traffic Unit	$8,273	$10,201	$10,800	$9,000	$10,800
51528 - Special Pay- Comm. Policing Unit	$7,600	$7,229	$8,400	$5,816	$8,400
51529 - Special Pay- Mounted Unit	$3,685	$3,030	$5,220	$2,350	$4,800
51530 - Special Pay- Other Assignments	$1,403	$4,057	$2,400	$52	$0
51531 - Special Pay- Resident Incentive	$0	$0	$0	$0	$18,630
52101 - FICA Taxes	$1,690,383	$1,777,812	$2,040,916	$1,484,164	$2,097,467
52204 - Ret. Contr- Police Pension	$6,133,438	$6,289,291	$7,264,201	$4,995,483	$6,915,823
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$740,282	$681,487	$684,180	$556,111	$678,069
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$55,829	$48,238	$42,679	$34,943	$33,061
52212 - Ret. Contr- FOP Ret Health Ins Ben Fnd	$200,000	$300,000	$250,000	$125,000	$250,000
52215 - Ret. Contr- Pension Expense Offset	$0	($93,600)	($380,000)	$0	($380,000)
52301 - Life & Health Ins- Health	$3,255,287	$3,420,416	$4,435,455	$3,049,070	$4,413,038
52401 - Workers' Compensation	$705,457	$746,301	$851,000	$654,936	$896,724
Personnel Services Totals	**$36,591,207**	**$38,046,055**	**$41,967,653**	**$31,605,659**	**$42,395,988**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$86,727	$109,601	$120,500	$81,651	$127,500
53107 - Prof Svc- Other Professional Svcs	$1,610	$2,401	$2,700	$678	$2,700
53113 - Prof Svc- New Hire Expenditures	$78,510	$80,251	$84,600	$47,114	$84,600
53401 - Other Svc- Contractual Services	$382,130	$343,884	$448,000	$245,119	$454,800
53420 - Other Svc- Nuisance Abatement	$3,020	$4,290	$15,000	$0	$15,000
53426 - Other Svc- Internal Charges IT	$1,919,203	$2,123,355	$2,444,475	$2,037,063	$2,583,488

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
53442 - Other Svc- Community Programs	$18,417	$16,709	$19,500	$7,344	$18,000
53446 - Other Svc- Red Light Cameras	$213,536	$260,026	$310,000	$169,405	$310,000
53453 - Other Svc- Mounted Unit Boarding/Care	$100,338	$101,342	$130,340	$95,430	$147,400
53501 - Investigative Expenses	$38,432	$47,324	$65,400	$31,643	$59,700
54001 - Travel & Per Diem (non-training)	$6,273	$700	$20,000	$1,248	$20,000
54101 - Communications Services Expense	$270,544	$244,170	$294,409	$172,802	$313,839
54302 - Utility Svc- Water & Sewer	$26,396	$45,259	$44,700	$27,789	$46,100
54303 - Utility Svc- Electric	$157,908	$203,995	$216,500	$123,387	$196,550
54402 - Rentals & Leases- Vehicles	$85,470	$74,352	$91,235	$44,674	$63,380
54501 - Ins- Insurance Premiums	$6,819	$7,032	$15,000	$9,468	$12,000
54601 - Repairs&Maint- Vehicle Usage	$2,166,860	$2,098,588	$2,263,860	$1,748,260	$2,228,820
54607 - Repairs&Maint- Radio Maintenance	$56,833	$35,201	$39,615	$31,671	$10,500
54608 - Repairs&Maint- Equipment Maint	$159,566	$124,763	$26,000	$23,316	$15,000
54617 - Repairs&Maint- Directed Work/Non-Contract	$244,754	$175,191	$230,000	$103,747	$215,000
54701 - Printing & Binding- Printing&Pub.	$17,542	$19,982	$35,000	$2,520	$35,000
55101 - Office Supply Expenses	$110,011	$111,125	$119,700	$54,419	$119,700
55201 - Oper Sup- Uniforms	$199,008	$191,640	$257,800	$168,534	$231,900
55204 - Oper Sup- Animal Expense	$20,497	$31,320	$51,500	$29,535	$50,400
55208 - Oper Sup- Emerg. Preparedness	$11,525	$23,331	$24,000	$3,764	$24,000
55209 - Oper Sup- Fuel	$621,035	$566,522	$765,200	$284,545	$682,500
55290 - Oper Sup- Officer Equipment	$0	$3,961	$113,000	$47,924	$107,000
55292 - Oper Sup- Safety & Riot Equip.	$9,347	$10,000	$10,000	$0	$10,000
55293 - Oper Sup- Gun Range Expenses	$81,442	$83,796	$104,000	$52,064	$91,000
55294 - Oper Sup- Mounted Unit Supplies	$10,411	$14,265	$16,200	$1,699	$16,200
55295 - Oper Sup- COP/Motors Supplies	$0	$4,994	$7,500	$4,526	$7,500
55296 - Oper Sup- Dive Team Supplies	$0	$3,204	$14,000	$13,924	$14,000
55297 - Oper Sup- Field Force Supplies	$0	$0	$10,000	$0	$10,000
55298 - Oper Sup- SRT Supplies	$0	$8,865	$9,000	$5,391	$9,000
55401 - Books, Publications, Memberships	$5,091	$5,984	$19,000	$13,193	$19,000
55501 - Training- Training & Education	$104,675	$84,107	$100,000	$61,447	$100,000
55502 - Training- Tuition Reimbursements	$13,064	$13,063	$10,000	$6,571	$10,000
Operating Expenditures Totals	**$7,226,995**	**$7,274,594**	**$8,547,734**	**$5,751,862**	**$8,461,577**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$32,718	$49,188	$138,600	$94,396	$66,000
56453 - Mach & Equip- Tech Equip & Maint.	$427,612	$293,422	$607,570	$362,385	$624,250
56480 - Mach & Equip- Grants Expense	$37,555	$27	$449,932	$12,211	$48,972
Capital Outlay Totals	**$497,885**	**$342,637**	**$1,196,102**	**$468,991**	**$739,222**
Division Subtotals:	**$44,316,087**	**$45,663,286**	**$51,711,489**	**$37,826,512**	**$51,596,787**

POLICE DEPARTMENT
SOUTHWEST RANCHES

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$1,132,732	$1,098,853	$1,150,265	$923,649	$1,178,367
51208 - Salaries- Service Awards	$100	$643	$900	$550	$1,055
51210 - Salaries- Phone Allowances	$0	$544	$520	$400	$480
51401 - Overtime	$86,702	$133,754	$67,000	$104,056	$100,000
51501 - Special Pay- Clothing Allowances	$600	$600	$600	$1,000	$1,200
51502 - Special Pay- Education Incentives	$14,108	$12,594	$12,402	$9,880	$11,856
51522 - Special Pay- Detective	$1,200	$1,200	$1,200	$1,000	$1,200
51523 - Special Pay- SRO/8 Hour Shift	$331	$191	$0	$0	$0
51529 - Special Pay- Mounted Unit	$715	$780	$780	$650	$0
51531 - Special Pay- Resident Incentive	$0	$0	$0	$0	$2,970
52101 - FICA Taxes	$96,981	$99,899	$94,412	$80,730	$99,609
52204 - Ret. Contr- Police Pension	$479,374	$429,304	$427,255	$318,849	$386,288
52301 - Life & Health Ins- Health	$179,925	$180,947	$204,215	$161,660	$207,642
52401 - Workers' Compensation	$46,357	$46,898	$45,726	$42,117	$48,587
Personnel Services Totals	**$2,039,125**	**$2,006,206**	**$2,005,275**	**$1,644,541**	**$2,039,254**
Operating Expenditures					
53113 - Prof Svc- New Hire Expenditures	$8,900	$0	$9,000	$0	$9,000
53401 - Other Svc- Contractual Services	$0	$0	$1,000	$0	$1,000
53501 - Investigative Expenses	$0	$0	$5,000	$0	$5,000
54101 - Communications Services Expense	$3,155	$1,695	$5,000	$1,500	$5,000
54601 - Repairs&Maint- Vehicle Usage	$141,918	$108,896	$114,084	$84,546	$98,640
54607 - Repairs&Maint- Radio Maintenance	$0	$0	$1,500	$0	$1,500
54608 - Repairs&Maint- Equipment Maint	$0	$0	$1,000	$0	$1,000
54617 - Repairs&Maint- Directed Work/Non-Contract	$9,331	$8,247	$12,000	$871	$10,000
54701 - Printing & Binding- Printing&Pub.	$0	$0	$500	$0	$500
55101 - Office Supply Expenses	$0	$734	$2,000	$722	$2,000
55201 - Oper Sup- Uniforms	$0	$1,453	$5,000	$0	$5,000
55204 - Oper Sup- Animal Expense	$0	$790	$3,000	$0	$3,000
55208 - Oper Sup- Emerg. Preparedness	$0	$0	$1,000	$0	$1,000
55501 - Training- Training & Education	$2,422	$2,686	$5,000	$842	$5,000
Operating Expenditures Totals	**$165,726**	**$124,501**	**$165,084**	**$88,481**	**$147,640**
Capital Outlay					
56453 - Mach & Equip- Tech Equip & Maint.	$0	$3,491	$2,500	$0	$2,500
Capital Outlay Totals	**$0**	**$3,491**	**$2,500**	**$0**	**$2,500**
Division Subtotals:	**$2,204,852**	**$2,134,199**	**$2,172,859**	**$1,733,021**	**$2,189,394**

Fire Rescue Department

Mission

The Davie Fire Rescue Department is dedicated to the preservation of life, property, and homeland security as well as the prevention of fire and other hazards to the community. We accomplish this through our highly trained professionals and state-of-the-art equipment with our citizens' safety being our number one priority.

Department Description

The Fire Rescue Department is a full-service professional organization committed to reducing and mitigating the risks to life and property in our community. Through Fire Administration, Fire Rescue Operations, Emergency Medical Services, Fire and Life Safety, Emergency Management, Special Operations, and Training, the department responds to the community needs for all emergency and non-emergency services. The Fire Rescue Department continually deploys a combination of emergency vehicles from fire stations strategically located throughout the Town on a 24 hours per day, 7 days per week basis.

FY 2021 Budget Highlights, Projects, and Major Changes

The Fiscal Year 2021 Budget provides coverage to staff the fire aerial/ladder truck. Vacancies in this position will be covered through overtime. No position changes are included in the Fiscal Year 2021 Budget for the department. Future personnel allocations, equipment, station locations and funding will be evaluated through the master plan study currently being conducted.

Off-duty/private-duty details are consistently managed along with in-kind coverage. Fleet maintenance expenditures continue to rise due to expansion of the Department's fleet and the cost to maintain older vehicles. Three new fire engines approved in the past two years' budgets are expected to be placed into service this fiscal year.

The 2006 Fire Rescue Bond Program has seen completion of the west side Fire Station 86 and Community Center located in Shenandoah Park with its grand opening on March 7, 2020. This new fire station will provide vital fire and emergency medical services to the northwest area of the Town of Davie with a fully staffed engine and rescue ambulance. Fire station response time averages will be reduced while responding to multiple incidents geographically located throughout the fire zones.

The Fire Cadet program continues to successfully move forward along with community programs. Such community programs include Community Emergency Response Team (CERT) training, Cardiopulmonary Resuscitation (CPR)/Stop the Bleed training, and fire safety/prevention education.

The Town of Davie continues to be at risk from natural and human-caused disasters that may disrupt government services and impact our entire community, such as the recent and considerable impacts from the COVID-19 pandemic. The Emergency Management Division's budget reflects an increase that will provide the Town with the appropriate equipment, technology, training, planning, and resources to prepare for future emergencies. Town exposure to COVID-19 caused fluctuations in the Fiscal Year 2020 revenues and expenditures of the Fire Rescue Department, which may continue into Fiscal Year 2021. EMS transport and annual fire inspection revenue has seen a decline, while expenditures in personnel protective equipment (PPE), such as respiratory masks, nitrile gloves, gowns, face shields, and hand sanitizer for Town employees, have increased significantly.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Fire Rescue Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

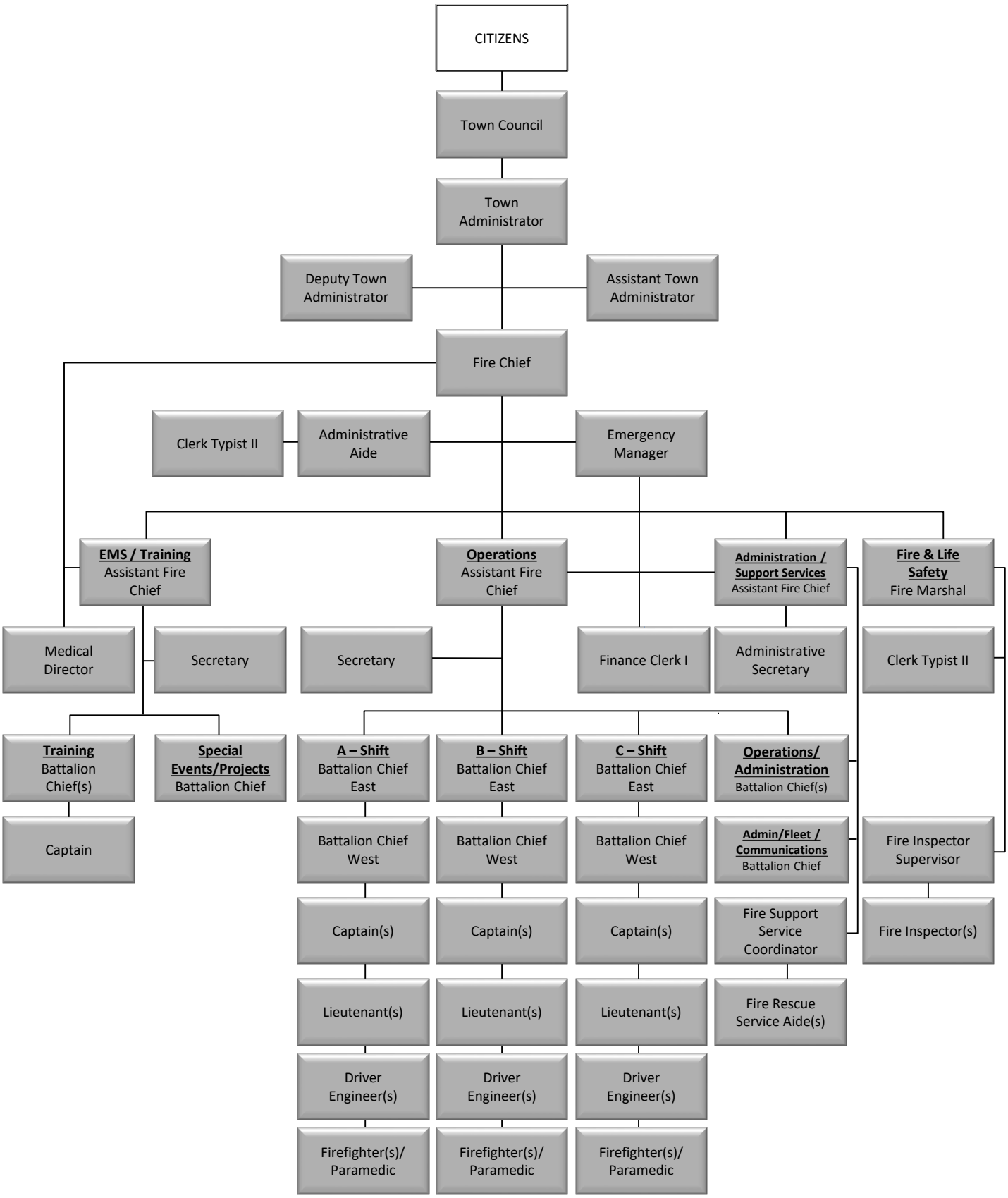
SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

SP5 / Goal A: Foster a sense of safety in the Community
- Update the vehicle/equipment replacement program
- Develop an Emergency Management Plan

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a Percent of staff attending training and development sessions	100%	92%	100%	85%	**100%**
5a Completion of 15-year vehicle/equipment replacement plan	100%	20%	100%	0%	**100%**
5a Completion of emergency management program	100%	0%	100%	0%	**100%**

✓ Goal Achieved
✖ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Fire Rescue Department



Fire Rescue Department

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Administrative Aide	1	1	1	1	
Administrative Secretary	1	1	1	1	
Assistant Fire Chief	3	3	3	3	
Clerk Typist I	1	0	0	0	
Clerk Typist II	2	2	2	2	
Emergency Manager	1	1	1	1	
Finance Clerk I	0	0	1	1	
Finance Clerk I PT	0	1	0	0	
Fire Battalion Chief	12	12	12	12	
Fire Captain	28	28	32	32	
Fire Chief	1	1	1	1	
Fire Driver Engineer	28	31	31	31	
Fire Inspector	4	4	4	4	
Fire Inspector Supervisor	1	1	1	1	
Fire Lieutenant	21	21	21	21	
Fire Marshal	1	1	1	1	
Fire Rescue Service Aide	2	2	2	2	
Fire Support Services Coordinator	1	1	1	1	
Firefighter/Paramedic	68	71	67	67	
Secretary	1	2	2	2	
Total Budgeted Positions	**177**	**184**	**184**	**184**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Permits, Fees and Special Assessments	$12,320,702	$13,108,147	$12,840,965	$13,288,123	$447,158	3%
Intergovernmental	$1,160,620	$21,091	$199,640	$35,000	($164,640)	-82%
Charges for Services	$6,418,315	$6,504,541	$6,252,217	$6,773,763	$521,546	8%
Judgments, Fines and Forfeits	$5,364	$2,317	$20,000	$10,000	($10,000)	-50%
Revenue Totals	**$19,905,001**	**$19,636,095**	**$19,312,822**	**$20,106,886**	**$794,064**	**4%**
Expenditures						
Personnel Services	$28,567,224	$29,863,687	$32,754,030	$32,571,374	($182,656)	-1%
Operating Expenditures	$3,843,050	$4,053,935	$4,858,293	$5,154,199	$295,906	6%
Capital Outlay	$206,384	$108,908	$403,640	$221,040	($182,600)	-45%
Expenditure Totals	**$32,616,658**	**$34,026,530**	**$38,015,963**	**$37,946,613**	**($69,350)**	**0%**

FIRE RESCUE DEPARTMENT
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$14,014,527	$15,001,031	$16,762,887	$13,142,135	$16,826,349
51202 - Salaries- Longevity	$195,783	$201,399	$208,375	$8,004	$199,950
51204 - Salaries- Off Duty Details	$118,163	$113,823	$113,000	$47,903	$97,300
51205 - Salaries- Classification Pay	$21,374	$5,978	$22,900	$3,108	$22,900
51207 - Salaries- Police & Fire Accruals Cash-In	$443,781	$592,178	$622,000	$404,551	$575,000
51208 - Salaries- Service Awards	$6,800	$10,630	$12,550	$8,100	$10,070
51211 - Salaries- Fire Holiday Pay	$690,800	$760,746	$841,918	$655,392	$868,983
51401 - Overtime	$664,741	$659,786	$635,500	$710,265	$635,382
51502 - Special Pay- Education Incentives	$61,736	$68,357	$71,646	$60,217	$78,252
51510 - Special Pay- EMT/Paramedic Cert.	$999,845	$1,045,216	$1,125,184	$882,971	$1,132,948
51511 - Special Pay- Fire Officer/Science Cert.	$56,636	$59,057	$59,445	$49,333	$63,990
51512 - Special Pay- Dive Team	$135,355	$136,963	$144,505	$120,600	$151,265
51513 - Special Pay- Car Seat Tech	$18,610	$14,888	$0	$1,522	$0
51514 - Special Pay- Day Assignment	$12,729	$11,286	$11,516	$6,473	$11,185
51515 - Special Pay- Rescue Assignment	$228,128	$254,510	$283,186	$199,431	$277,477
51526 - Special Pay- Optical Reimb.	$0	$0	$5,000	$0	$5,000
52101 - FICA Taxes	$1,273,908	$1,372,393	$1,590,857	$1,168,550	$1,597,034
52202 - Ret. Contr- Retiree Health Ins Tr	$310,869	$336,056	$375,475	$292,396	$374,903
52203 - Ret. Contr- Fire Pension	$5,840,413	$5,988,565	$6,260,690	$4,800,816	$5,906,236
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$90,522	$87,964	$85,271	$57,434	$70,931
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$16,039	$12,416	$12,488	$10,912	$14,184
52215 - Ret. Contr- Pension Expense Offset	$0	($426,500)	($588,000)	$0	($588,000)
52301 - Life & Health Ins- Health	$2,570,409	$2,703,508	$3,132,150	$2,363,736	$3,226,350
52401 - Workers' Compensation	$796,054	$853,436	$965,487	$805,106	$1,013,685
Personnel Services Totals	**$28,567,224**	**$29,863,687**	**$32,754,030**	**$25,798,956**	**$32,571,374**
Operating Expenditures					
53105 - Prof Svc- Employee Physicals	$7,181	$0	$16,220	$1,850	$16,780
53113 - Prof Svc- New Hire Expenditures	$33,055	$41,098	$69,000	$19,977	$50,000
53401 - Other Svc- Contractual Services	$344,615	$373,883	$533,529	$313,906	$690,296
53415 - Other Svc- Fire Assessment Exp	$20,811	$19,894	$26,150	$17,161	$26,250
53426 - Other Svc- Internal Charges IT	$1,130,058	$1,292,084	$1,470,082	$1,225,068	$1,546,750
53442 - Other Svc- Community Programs	$3,772	$7,204	$10,500	$2,251	$10,500
54101 - Communications Services Expense	$111,547	$127,106	$288,859	$134,661	$347,429
54301 - Utility Services	$4,527	$3,815	$5,100	$2,074	$5,100
54302 - Utility Svc- Water & Sewer	$45,344	$49,700	$56,900	$37,936	$61,700
54303 - Utility Svc- Electric	$52,740	$58,725	$94,700	$40,374	$95,850
54501 - Ins- Insurance Premiums	$4,546	$4,688	$10,000	$6,312	$8,000
54601 - Repairs&Maint- Vehicle Usage	$906,586	$921,661	$944,844	$769,730	$992,076
54605 - Repairs&Maint- Building Maint Int	$81,388	$67,080	$89,093	$45,798	$46,095
54607 - Repairs&Maint- Radio Maintenance	$30,046	$30,345	$36,950	$14,463	$38,450

FIRE RESCUE DEPARTMENT
EXPENDITURES SUMMARY (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
54608 - Repairs&Maint- Equipment Maint	$86,491	$117,836	$103,906	$56,035	$103,906
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$244,907	$181,746	$215,000	$150,847	$205,000
54618 - Repairs&Maint- SW Ranches	$0	$0	$2,500	$0	$2,500
55101 - Office Supply Expenses	$34,828	$31,839	$36,925	$15,902	$40,350
55201 - Oper Sup- Uniforms	$58,655	$72,700	$74,850	$55,310	$74,850
55202 - Oper Sup- Prot. Fire Equip.	$144,418	$153,978	$142,040	$115,446	$134,740
55203 - Oper Sup- First Aid Sup & Equip.	$189,709	$188,963	$200,500	$100,619	$200,500
55208 - Oper Sup- Emerg. Preparedness	$14,654	$28,843	$58,500	$20,469	$43,500
55209 - Oper Sup- Fuel	$184,854	$165,468	$197,100	$78,293	$180,800
55214 - Oper Sup- Other Supplies	$2,614	$2,026	$6,850	$1,699	$49,848
55501 - Training- Training & Education	$95,677	$104,487	$153,195	$66,830	$167,929
55502 - Training- Tuition Reimbursements	$10,029	$8,768	$15,000	$9,199	$15,000
Operating Expenditures Totals	**$3,843,050**	**$4,053,935**	**$4,858,293**	**$3,302,208**	**$5,154,199**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$2,482	$25,998	$34,900	$10,528	$43,600
56409 - Mach & Equip- Technology Fee Exp.	$25,780	$21,993	$14,250	$17,887	$48,449
56453 - Mach & Equip- Tech Equip & Maint.	$48,022	$55,937	$117,390	$99,328	$93,991
56480 - Mach & Equip- Grants Expense	$130,100	$4,980	$237,100	$51,606	$35,000
Capital Outlay Totals	**$206,384**	**$108,908**	**$403,640**	**$179,349**	**$221,040**
Department Grand Totals:	**$32,616,658**	**$34,026,530**	**$38,015,963**	**$29,280,512**	**$37,946,613**

FIRE RESCUE DEPARTMENT
GENERAL OPERATIONS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$645,775	$669,859	$734,450	$586,800	$798,740
51202 - Salaries- Longevity	$3,993	$6,800	$6,800	$0	$6,900
51207 - Salaries- Police & Fire Accruals Cash-In	$443,781	$592,178	$622,000	$404,551	$575,000
51208 - Salaries- Service Awards	$0	$1,680	$0	$0	$850
51401 - Overtime	$598	$1,230	$1,500	$773	$1,500
51502 - Special Pay- Education Incentives	$2,376	$2,376	$2,376	$1,980	$2,508
51510 - Special Pay- EMT/Paramedic Cert.	$11,812	$13,050	$13,050	$10,875	$13,776
51511 - Special Pay- Fire Officer/Science Cert.	$1,620	$1,620	$1,620	$1,350	$1,710
51526 - Special Pay- Optical Reimb.	$0	$0	$5,000	$0	$5,000
52101 - FICA Taxes	$77,610	$83,375	$102,430	$69,059	$104,160
52202 - Ret. Contr- Retiree Health Ins Tr	$9,695	$11,084	$12,440	$8,717	$11,500
52203 - Ret. Contr- Fire Pension	$114,615	$116,109	$113,152	$89,683	$109,280
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$72,806	$72,362	$72,752	$46,297	$58,414
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$10,307	$6,658	$6,707	$5,827	$7,648
52215 - Ret. Contr- Pension Expense Offset	$0	($426,500)	($588,000)	$0	($588,000)
52301 - Life & Health Ins- Health	$93,566	$83,915	$127,000	$97,942	$168,660
52401 - Workers' Compensation	$14,735	$15,190	$15,697	$33,408	$45,636
Personnel Services Totals	**$1,503,290**	**$1,250,984**	**$1,248,974**	**$1,357,261**	**$1,323,282**
Operating Expenditures					
53105 - Prof Svc- Employee Physicals	$7,181	$0	$16,220	$1,850	$16,780
53113 - Prof Svc- New Hire Expenditures	$33,055	$41,098	$69,000	$19,977	$50,000
53401 - Other Svc- Contractual Services	$4,615	$4,651	$68,131	$52,223	$68,131
53415 - Other Svc- Fire Assessment Exp	$20,811	$19,894	$26,150	$17,161	$26,250
53426 - Other Svc- Internal Charges IT	$115,564	$114,358	$105,969	$88,308	$112,271
54101 - Communications Services Expense	$64,544	$50,446	$62,875	$45,588	$83,515
54301 - Utility Services	$4,527	$3,815	$5,100	$2,074	$5,100
54302 - Utility Svc- Water & Sewer	$45,344	$49,700	$56,900	$37,936	$61,700
54303 - Utility Svc- Electric	$52,740	$58,725	$94,700	$40,374	$95,850
54501 - Ins- Insurance Premiums	$4,546	$4,688	$10,000	$6,312	$8,000
54601 - Repairs&Maint- Vehicle Usage	$72,527	$46,083	$56,691	$46,184	$69,445
54605 - Repairs&Maint- Building Maint Int	$81,388	$67,080	$89,093	$45,798	$46,095
54608 - Repairs&Maint- Equipment Maint	$60,045	$49,985	$50,185	$30,075	$50,185
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$19,748	$9,087	$12,900	$9,051	$14,350
55101 - Office Supply Expenses	$25,076	$21,293	$26,125	$10,954	$27,050
55209 - Oper Sup- Fuel	$19,581	$17,414	$19,710	$8,513	$18,080
55214 - Oper Sup- Other Supplies	$2,614	$2,026	$6,850	$1,699	$49,848
55502 - Training- Tuition Reimbursements	$0	$8,150	$11,500	$9,199	$15,000
Operating Expenditures Totals	**$633,905**	**$568,491**	**$788,099**	**$473,273**	**$817,650**

FIRE RESCUE DEPARTMENT
GENERAL OPERATIONS (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$2,482	$3,686	$8,600	$3,818	$10,000
56409 - Mach & Equip- Technology Fee Exp.	$25,780	$21,993	$14,250	$17,887	$48,449
56453 - Mach & Equip- Tech Equip & Maint.	$48,022	$55,937	$101,390	$88,328	$75,891
56480 - Mach & Equip- Grants Expense	$130,100	$4,980	$237,100	$51,606	$35,000
Capital Outlay Totals	**$206,384**	**$86,595**	**$361,340**	**$161,639**	**$169,340**
Division Subtotals:	**$2,343,579**	**$1,906,070**	**$2,398,413**	**$1,992,173**	**$2,310,272**

FIRE RESCUE DEPARTMENT
FIRE OPERATIONS DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$7,755,865	$8,988,007	$9,652,810	$7,607,215	$9,650,219
51202 - Salaries- Longevity	$122,000	$126,555	$130,500	$6,667	$129,000
51204 - Salaries- Off Duty Details	$60,289	$49,079	$55,000	$12,938	$30,000
51205 - Salaries- Classification Pay	$12,070	$3,627	$12,900	$120	$12,900
51208 - Salaries- Service Awards	$5,500	$5,100	$9,800	$6,200	$5,800
51211 - Salaries- Fire Holiday Pay	$403,872	$474,301	$519,496	$401,539	$536,371
51401 - Overtime	$490,571	$496,294	$425,000	$545,499	$424,882
51502 - Special Pay- Education Incentives	$32,590	$38,666	$39,240	$33,760	$42,960
51510 - Special Pay- EMT/Paramedic Cert.	$562,322	$640,465	$655,844	$519,359	$666,032
51511 - Special Pay- Fire Officer/Science Cert.	$40,315	$39,549	$35,100	$28,726	$36,000
51512 - Special Pay- Dive Team	$86,865	$87,953	$98,965	$83,591	$107,250
51513 - Special Pay- Car Seat Tech	$9,064	$7,715	$0	$1,092	$0
51514 - Special Pay- Day Assignment	$11,941	$11,286	$11,516	$6,473	$11,185
52101 - FICA Taxes	$686,444	$801,107	$887,190	$657,668	$889,668
52202 - Ret. Contr- Retiree Health Ins Tr	$175,670	$204,612	$219,463	$172,530	$219,886
52203 - Ret. Contr- Fire Pension	$3,088,397	$3,504,098	$3,511,272	$2,745,731	$3,387,245
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$10,554	$9,177	$6,708	$5,907	$6,865
52301 - Life & Health Ins- Health	$1,345,155	$1,614,035	$1,803,625	$1,359,786	$1,849,680
52401 - Workers' Compensation	$459,270	$532,201	$567,785	$469,753	$579,626
Personnel Services Totals	**$15,358,753**	**$17,633,827**	**$18,642,214**	**$14,664,553**	**$18,585,569**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$0	$0	$0	$0	$70,000
53426 - Other Svc- Internal Charges IT	$588,999	$684,053	$828,516	$690,430	$867,378
54101 - Communications Services Expense	$26,413	$39,877	$132,000	$52,638	$155,069
54601 - Repairs&Maint- Vehicle Usage	$543,952	$552,997	$585,803	$477,233	$625,008
54607 - Repairs&Maint- Radio Maintenance	$27,202	$28,345	$33,450	$13,017	$34,950
54608 - Repairs&Maint- Equipment Maint	$23,602	$24,934	$30,997	$15,825	$30,997
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$146,165	$109,048	$133,300	$93,525	$129,150
55201 - Oper Sup- Uniforms	$53,234	$67,115	$68,250	$50,663	$68,250
55202 - Oper Sup- Prot. Fire Equip.	$132,860	$142,547	$131,240	$106,061	$123,940
55208 - Oper Sup- Emerg. Preparedness	$14,154	$386	$5,000	$0	$5,000
55209 - Oper Sup- Fuel	$75,291	$67,571	$80,811	$31,789	$74,128
55501 - Training- Training & Education	$51,687	$49,075	$76,172	$26,983	$74,437
55502 - Training- Tuition Reimbursements	$8,582	$0	$0	$0	$0
Operating Expenditures Totals	**$1,692,142**	**$1,765,947**	**$2,105,539**	**$1,558,163**	**$2,258,307**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$8,650	$0	$0	$7,300
Capital Outlay Totals	**$0**	**$8,650**	**$0**	**$0**	**$7,300**
Division Subtotals:	**$17,050,895**	**$19,408,424**	**$20,747,753**	**$16,222,717**	**$20,851,176**

FIRE RESCUE DEPARTMENT
RESCUE OPERATIONS DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$3,538,396	$3,875,338	$4,830,696	$3,705,203	$4,859,762
51202 - Salaries- Longevity	$45,115	$44,470	$46,500	$1,004	$43,000
51204 - Salaries- Off Duty Details	$37,466	$38,401	$35,000	$21,060	$42,800
51205 - Salaries- Classification Pay	$8,970	$2,064	$8,000	$2,988	$8,000
51208 - Salaries- Service Awards	$750	$1,800	$2,050	$1,200	$3,100
51211 - Salaries- Fire Holiday Pay	$185,757	$218,118	$253,285	$198,645	$262,930
51401 - Overtime	$99,458	$94,421	$150,000	$112,596	$150,000
51502 - Special Pay- Education Incentives	$14,824	$21,080	$24,960	$20,252	$25,200
51510 - Special Pay- EMT/Paramedic Cert.	$270,398	$292,597	$359,364	$275,697	$359,864
51511 - Special Pay- Fire Officer/Science Cert.	$9,931	$11,363	$16,200	$13,820	$18,000
51512 - Special Pay- Dive Team	$44,304	$43,651	$39,950	$32,290	$44,015
51513 - Special Pay- Car Seat Tech	$9,546	$7,172	$0	$429	$0
51515 - Special Pay- Rescue Assignment	$181,239	$205,309	$223,422	$158,834	$219,267
52101 - FICA Taxes	$327,889	$358,437	$456,487	$336,272	$460,784
52202 - Ret. Contr- Retiree Health Ins Tr	$79,090	$87,546	$109,295	$83,694	$109,910
52203 - Ret. Contr- Fire Pension	$1,732,744	$1,857,676	$2,155,139	$1,582,974	$1,910,725
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$5,732	$5,758	$5,781	$5,085	$6,536
52301 - Life & Health Ins- Health	$723,815	$754,186	$918,750	$692,995	$926,760
52401 - Workers' Compensation	$203,688	$223,505	$291,842	$229,862	$298,451
Personnel Services Totals	**$7,519,113**	**$8,142,892**	**$9,926,721**	**$7,474,898**	**$9,749,104**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$209,705	$223,845	$274,365	$172,601	$360,954
53426 - Other Svc- Internal Charges IT	$315,414	$369,932	$395,261	$329,384	$418,526
53442 - Other Svc- Community Programs	$2,872	$3,876	$4,500	$2,036	$4,500
54101 - Communications Services Expense	$13,965	$21,626	$64,653	$25,782	$76,735
54601 - Repairs&Maint- Vehicle Usage	$190,383	$202,765	$198,417	$161,643	$198,415
54608 - Repairs&Maint- Equipment Maint	$1,793	$11,912	$11,824	$3,200	$11,824
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$51,839	$39,984	$45,150	$31,678	$41,000
55203 - Oper Sup- First Aid Sup & Equip.	$158,743	$161,546	$167,000	$86,040	$167,000
55209 - Oper Sup- Fuel	$67,946	$60,742	$72,927	$28,687	$66,896
55501 - Training- Training & Education	$28,304	$41,506	$44,977	$26,900	$56,627
Operating Expenditures Totals	**$1,040,965**	**$1,137,735**	**$1,279,074**	**$867,953**	**$1,402,477**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$14,000	$0	$14,000
Capital Outlay Totals	**$0**	**$0**	**$14,000**	**$0**	**$14,000**
Division Subtotals:	**$8,560,078**	**$9,280,628**	**$11,219,795**	**$8,342,851**	**$11,165,581**

FIRE RESCUE DEPARTMENT
FIRE & LIFE SAFETY DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$323,297	$334,801	$349,749	$284,369	$353,574
51202 - Salaries- Longevity	$2,175	$2,575	$2,575	$0	$1,550
51204 - Salaries- Off Duty Details	$15,705	$19,699	$15,000	$13,545	$23,000
51208 - Salaries- Service Awards	$350	$200	$0	$0	$220
51401 - Overtime	$5,739	$10,832	$18,000	$3,960	$18,000
51502 - Special Pay- Education Incentives	$1,746	$1,915	$1,950	$1,625	$1,944
51510 - Special Pay- EMT/Paramedic Cert.	$12,492	$12,104	$12,164	$10,135	$9,452
51511 - Special Pay- Fire Officer/Science Cert.	$270	$225	$225	$188	$180
52101 - FICA Taxes	$26,570	$28,052	$30,579	$22,702	$31,212
52202 - Ret. Contr- Retiree Health Ins Tr	$6,139	$6,361	$6,686	$5,408	$6,657
52203 - Ret. Contr- Fire Pension	$125,761	$127,071	$126,066	$99,970	$113,119
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$7,162	$6,425	$5,811	$5,230	$5,652
52301 - Life & Health Ins- Health	$63,563	$64,247	$80,275	$66,423	$82,770
52401 - Workers' Compensation	$14,121	$14,786	$16,842	$13,715	$17,432
Personnel Services Totals	**$605,090**	**$629,293**	**$665,922**	**$527,271**	**$664,762**
Operating Expenditures					
53426 - Other Svc- Internal Charges IT	$35,610	$39,879	$50,669	$42,224	$53,577
54101 - Communications Services Expense	$1,518	$2,290	$8,082	$3,223	$9,592
54601 - Repairs&Maint- Vehicle Usage	$45,329	$64,516	$47,242	$38,487	$39,683
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$12,343	$12,722	$10,750	$7,542	$8,200
55101 - Office Supply Expenses	$9,252	$10,174	$10,300	$4,501	$12,800
55209 - Oper Sup- Fuel	$14,691	$12,911	$15,768	$6,203	$14,464
55501 - Training- Training & Education	$10,170	$7,551	$21,273	$5,646	$25,572
55502 - Training- Tuition Reimbursements	$0	$618	$3,500	$0	$0
Operating Expenditures Totals	**$128,913**	**$150,662**	**$167,584**	**$107,826**	**$163,888**
Division Subtotals:	**$734,003**	**$779,955**	**$833,506**	**$635,097**	**$828,650**

FIRE RESCUE DEPARTMENT
SOUTHWEST RANCHES DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$1,083,470	$1,133,027	$1,195,182	$958,548	$1,164,054
51202 - Salaries- Longevity	$22,500	$21,000	$22,000	$333	$19,500
51204 - Salaries- Off Duty Details	$4,703	$6,644	$8,000	$360	$1,500
51205 - Salaries- Classification Pay	$335	$287	$2,000	$0	$2,000
51208 - Salaries- Service Awards	$100	$1,850	$700	$700	$100
51211 - Salaries- Fire Holiday Pay	$63,310	$68,327	$69,137	$55,209	$69,682
51401 - Overtime	$68,354	$57,010	$41,000	$47,437	$41,000
51502 - Special Pay- Education Incentives	$6,960	$4,320	$3,120	$2,600	$5,640
51510 - Special Pay- EMT/Paramedic Cert.	$85,956	$87,000	$84,762	$66,906	$83,824
51511 - Special Pay- Fire Officer/Science Cert.	$4,500	$6,300	$6,300	$5,250	$8,100
51512 - Special Pay- Dive Team	$4,186	$5,359	$5,590	$4,719	$0
51514 - Special Pay- Day Assignment	$788	$0	$0	$0	$0
51515 - Special Pay- Rescue Assignment	$46,888	$49,202	$59,764	$40,597	$58,210
52101 - FICA Taxes	$96,967	$101,421	$114,171	$82,849	$111,210
52202 - Ret. Contr- Retiree Health Ins Tr	$25,026	$26,454	$27,591	$22,048	$26,950
52203 - Ret. Contr- Fire Pension	$469,322	$383,611	$355,061	$282,459	$385,867
52301 - Life & Health Ins- Health	$206,100	$187,125	$202,500	$146,590	$198,480
52401 - Workers' Compensation	$65,206	$67,754	$73,321	$58,368	$72,540
Personnel Services Totals	**$2,254,672**	**$2,206,691**	**$2,270,199**	**$1,774,973**	**$2,248,657**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$130,296	$135,516	$176,033	$89,081	$176,211
53426 - Other Svc- Internal Charges IT	$74,471	$83,862	$89,667	$74,723	$94,998
53442 - Other Svc- Community Programs	$900	$292	$1,000	$215	$1,000
54101 - Communications Services Expense	$5,107	$5,040	$14,817	$5,908	$17,586
54601 - Repairs&Maint- Vehicle Usage	$54,395	$55,300	$56,691	$46,184	$59,525
54607 - Repairs&Maint- Radio Maintenance	$2,844	$1,999	$3,500	$1,446	$3,500
54608 - Repairs&Maint- Equipment Maint	$1,051	$1,876	$4,400	$1,884	$4,400
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$14,811	$10,905	$12,900	$9,051	$12,300
54618 - Repairs&Maint- SW Ranches	$0	$0	$2,500	$0	$2,500
55101 - Office Supply Expenses	$500	$372	$500	$447	$500
55201 - Oper Sup- Uniforms	$5,421	$5,585	$6,600	$4,647	$6,600
55202 - Oper Sup- Prot. Fire Equip.	$11,558	$11,431	$10,800	$9,385	$10,800
55203 - Oper Sup- First Aid Sup & Equip.	$30,965	$27,418	$33,500	$14,579	$33,500
55208 - Oper Sup- Emerg. Preparedness	$499	$500	$500	$0	$500
55209 - Oper Sup- Fuel	$7,345	$6,829	$7,884	$3,101	$7,232
55501 - Training- Training & Education	$5,515	$5,903	$7,259	$5,496	$7,779
55502 - Training- Tuition Reimbursements	$1,447	$0	$0	$0	$0
Operating Expenditures Totals	**$347,125**	**$352,828**	**$428,551**	**$266,146**	**$438,931**
Division Subtotals:	**$2,601,797**	**$2,559,519**	**$2,698,750**	**$2,041,119**	**$2,687,588**

FIRE RESCUE DEPARTMENT
EMERGENCY PREPAREDNESS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
53401 - Other Svc- Contractual Services	$0	$9,870	$15,000	$0	$15,000
53442 - Other Svc- Community Programs	$0	$3,036	$5,000	$0	$5,000
54101 - Communications Services Expense	$0	$7,825	$6,432	$1,522	$4,932
54608 - Repairs&Maint- Equipment Maint	$0	$29,130	$6,500	$5,050	$6,500
55208 - Oper Sup- Emerg. Preparedness	$0	$27,957	$53,000	$20,469	$38,000
55501 - Training- Training & Education	$0	$453	$3,514	$1,805	$3,514
Operating Expenditures Totals	**$0**	**$78,271**	**$89,446**	**$28,846**	**$72,946**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$13,663	$12,300	$6,710	$12,300
56453 - Mach & Equip- Tech Equip & Maint.	$0	$0	$16,000	$11,000	$18,100
Capital Outlay Totals	**$0**	**$13,663**	**$28,300**	**$17,710**	**$30,400**
Division Subtotals:	**$0**	**$91,934**	**$117,746**	**$46,556**	**$103,346**

FIRE RESCUE DEPARTMENT
FEDERAL GRANTS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Personnel Services					
51201 - Salaries- Regular	$667,724	$0	$0	$0	$0
51208 - Salaries- Service Awards	$100	$0	$0	$0	$0
51211 - Salaries- Fire Holiday Pay	$37,861	$0	$0	$0	$0
51401 - Overtime	$21	$0	$0	$0	$0
51502 - Special Pay- Education Incentives	$3,240	$0	$0	$0	$0
51510 - Special Pay- EMT/Paramedic Cert.	$56,865	$0	$0	$0	$0
51515 - Special Pay- Rescue Assignment	$0	$0	$0	$0	$0
52101 - FICA Taxes	$58,428	$0	$0	$0	$0
52202 - Ret. Contr- Retiree Health Ins Tr	$15,248	$0	$0	$0	$0
52203 - Ret. Contr- Fire Pension	$309,574	$0	$0	$0	$0
52301 - Life & Health Ins- Health	$138,210	$0	$0	$0	$0
52401 - Workers' Compensation	$39,034	$0	$0	$0	$0
Personnel Services Totals	**$1,326,305**	**$0**	**$0**	**$0**	**$0**
Division Subtotals:	**$1,326,305**	**$0**	**$0**	**$0**	**$0**

Building Division

Mission

The Town of Davie Building Division is dedicated to the expeditious and high quality performance of all of our building related functions while enforcing the Florida Building Code. With an emphasis on customer service and life safety, we endeavor to ensure construction work performed in the Town of Davie is done in a manner that provides safety and security in both commercial and residential structures for our citizens and our visitors.

Department Description

The Building Division functions under the supervision of the Administration Department and works in conjunction with several other divisions including Fire Prevention, Engineering, Planning and Zoning, and Landscaping.

The Building Division works to enforce the Florida Building Code to ensure safe and code compliant structures within the Town of Davie. The Division provides a permitting system that is inclusive of permit processing, plan review, inspections, the issuance of Certificates of Occupancy, and other building related processes. The Building Division is divided into five groups with leadership and direction provided by the Building Official. These groups consist of the four building disciplines (structural, electrical, mechanical, and plumbing) and the permit clerk staff. Each group is led by a chief/supervisor and is staffed with one or more subordinates. The chiefs/supervisors of each of the building disciplines are responsible for the interpretation and enforcement of the Florida Building Code as it pertains to their individual areas of expertise and licensing. The permit clerk supervisor is charged with ensuring that all permit applications and building plans are processed in accordance with Chapter 1 of the Florida Building Code and the policies of the Town of Davie.

FY 2021 Budget Highlights, Projects and Major Changes

HCA hospital under construction

In Fiscal Year 2021, the Building Division's budget anticipates a net loss of nearly $1 million if revenue and expenditure projects are met. This net loss would be an increase of $100,000 over the Fiscal Year 2020 projected net loss. As Building revenues can significantly vary year to year, staff continually monitors expenses tied to contractual staffing services whereby the Building Division augments its inspections, plans examiners and clerical staff if workloads necessitate. The Fiscal Year 2021 Budget reduces the contractual services account by over $200,000 as existing development projects started in 2017-2019 are near completion. In cooperation with the IT Department, the Building Division is working to offer credit card payment as an option for its customers starting October 1, 2020. As a result, staff will submit a revised Building Fee Schedule that incorporates a credit card convenience fee to be paid by the customer.

The COVID-19 pandemic has caused developers to give pause over whether they will be starting new construction projects or delaying the completion of existing projects. For example, the HCA hospital project scheduled for completion by the end of 2020 has been delayed to mid-2021. As the long-term economic impact of the pandemic remains to be seen, the Building Division will closely monitor its staffing levels to ensure that we meet our service expectations while remaining fiscally responsible.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Building Division

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

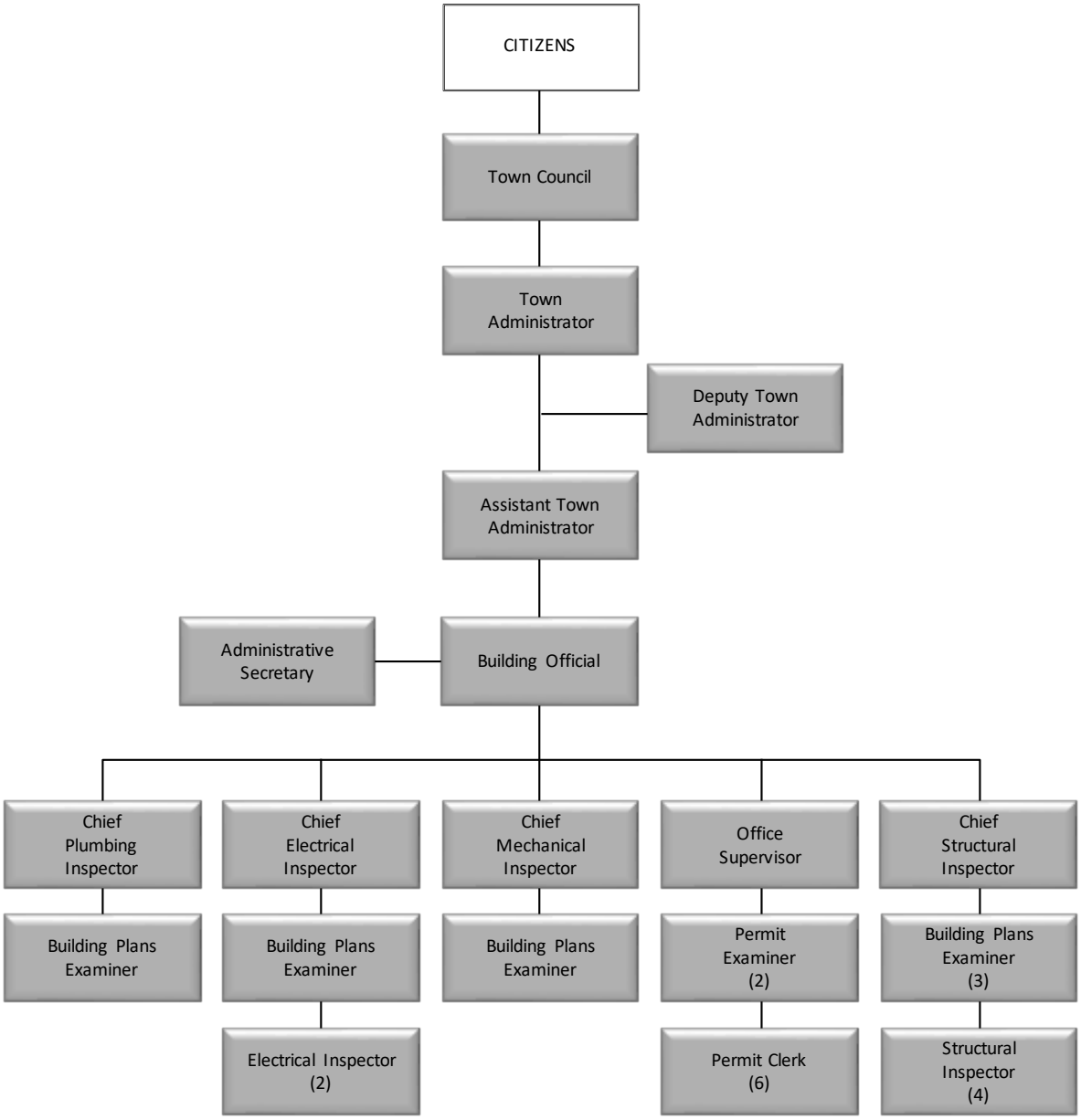
SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

SP4 / Goal A: Leverage Technology to Improve Service Delivery
- Streamline and standardize administrative processes

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a Percent of staff attending training and development sessions	100%	25%	100%	100%	**100%**
4a Percentage of inspections completed within 24 hours	100%	100%	100%	100%	**100%**
4a Percentage of plan review completed within 30 days	100%	90%	100%	90%	**100%**
4a Percentage of on-line inspection scheduling	100%	25%	35%	35%	**35%**
4a Percentage of on-line plan review	100%	25%	35%	35%	**100%**

✓ Goal Achieved
✖ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Building Division



Building Division

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Administrative Secretary	1	1	1	1	
Building Official	1	1	1	1	
Building Plans Examiner	6	6	6	6	
Chief Electrical Inspector	1	1	1	1	
Chief Mechanical Inspector	1	1	1	1	
Chief Plumbing Inspector	1	1	1	1	
Chief Structural Inspector	1	1	1	1	
Electrical Inspector	2	2	2	2	
Office Supervisor	1	1	1	1	
Permit Clerk	6	6	6	6	
Permit Examiner	1	1	2	2	
Structural Inspector	3	3	4	4	
Total Budgeted Positions	**25**	**25**	**27**	**27**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Permits, Fees & Special Assessments	$7,027,339	$9,563,456	$4,275,000	$4,275,000	$0	0%
Charges for Services	$4,538	$6,429	$5,000	$5,000	$0	0%
Judgments, Fines and Forfeits	$0	$0	$50,000	$50,000	$0	0%
Revenue Totals	**$7,031,878**	**$9,569,885**	**$4,330,000**	**$4,330,000**	**$0**	**0%**
Expenditures						
Personnel Services	$3,135,107	$3,166,242	$3,705,322	$3,917,080	$211,758	6%
Operating Expenditures	$1,091,749	$1,199,873	$1,410,990	$1,249,155	($161,835)	-11%
Capital Outlay	$82,174	$47,642	$95,150	$125,900	$30,750	32%
Expenditure Totals	**$4,309,029**	**$4,413,758**	**$5,211,462**	**$5,292,135**	**$80,673**	**2%**

BUILDING DIVISION
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$1,874,157	$1,876,116	$2,235,342	$1,665,208	$2,384,519
51202 - Salaries- Longevity	$23,010	$20,480	$21,857	$396	$23,667
51208 - Salaries- Service Awards	$500	$2,420	$2,500	$1,000	$1,930
51210 - Salaries- Phone Allowances	$4,320	$3,650	$7,930	$4,540	$7,800
51401 - Overtime	$174,821	$239,537	$180,000	$141,328	$180,000
51502 - Special Pay- Education Incentives	$1,438	$1,719	$2,034	$1,695	$1,908
51510 - Special Pay- EMT/Paramedic Cert.	$12,376	$9,638	$10,167	$8,469	$12,153
51511 - Special Pay- Fire Officer/Science Cert.	$810	$855	$855	$713	$810
51540 - Special Pay- Inspectr/Examnr Incentive	$0	$0	$0	$37,335	$57,600
52101 - FICA Taxes	$153,763	$158,037	$187,281	$139,030	$204,454
52202 - Ret. Contr- Retiree Health Ins Tr	$4,939	$4,885	$5,757	$4,438	$6,399
52203 - Ret. Contr- Fire Pension	$114,018	$110,837	$121,152	$92,289	$114,472
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$344,264	$300,953	$330,250	$237,556	$293,933
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$46,787	$39,438	$34,370	$29,151	$38,965
52301 - Life & Health Ins- Health	$342,965	$359,783	$516,350	$320,635	$535,050
52401 - Workers' Compensation	$36,938	$37,895	$49,477	$37,552	$53,420
Personnel Services Totals	**$3,135,107**	**$3,166,242**	**$3,705,322**	**$2,721,332**	**$3,917,080**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$889	$2,543	$2,500	$7,441	$10,000
53401 - Other Svc- Contractual Services	$500,904	$592,966	$672,000	$345,283	$457,000
53409 - Other Svc- Unsafe Structure	$0	$0	$50,000	$0	$50,000
53426 - Other Svc- Internal Charges IT	$205,263	$206,295	$231,836	$193,197	$253,073
53440 - Other Svc- Administrative Fees	$142,150	$151,256	$152,717	$127,264	$177,231
54101 - Communications Services Expense	$18,778	$22,847	$28,185	$13,417	$21,823
54302 - Utility Svc- Water & Sewer	$839	$893	$1,100	$654	$1,100
54303 - Utility Svc- Electric	$7,581	$8,173	$8,800	$5,661	$9,300
54401 - Rentals & Leases	$32,028	$32,908	$39,383	$28,319	$41,187
54601 - Repairs&Maint- Vehicle Usage	$120,080	$123,548	$124,032	$103,560	$132,684
54617 - Repairs&Maint- Directed Work/Non-Contract	$5,309	$3,971	$8,000	$3,123	$8,000
55101 - Office Supply Expenses	$25,970	$30,468	$50,000	$16,435	$50,000
55201 - Oper Sup- Uniforms	$7,939	$3,700	$6,625	$1,317	$7,025
55209 - Oper Sup- Fuel	$11,901	$10,262	$18,100	$5,016	$12,900
55501 - Training- Training & Education	$12,118	$10,044	$17,712	$5,666	$17,832
Operating Expenditures Totals	**$1,091,749**	**$1,199,873**	**$1,410,990**	**$856,354**	**$1,249,155**
Capital Outlay					
56453 - Mach & Equip- Tech Equip & Maint.	$82,174	$47,642	$95,150	$84,845	$125,900
Capital Outlay Totals	**$82,174**	**$47,642**	**$95,150**	**$84,845**	**$125,900**
Division Grand Totals:	**$4,309,029**	**$4,413,758**	**$5,211,462**	**$3,662,530**	**$5,292,135**

Engineering Division

Mission

The Engineering Division is dedicated to the protection and enhancement of the Town's right of way infrastructure. The Engineering Division also provides quality engineering services and technical support for the Town of Davie's residents, businesses and Town departments, in an atmosphere of professionalism, courtesy, efficiency and dedication.

Department Description

The Engineering Division provides professional engineering services addressing public and private development review and project coordination, public infrastructure design and construction, as well as public safety and improvement projects. It also provides engineering support services to the Town Council, Town Administrator and other departments in the development and implementation of Town projects and programs. The Division reviews, coordinates, inspects and monitors the construction of all public and private infrastructure improvement projects for engineering standards and protection of public safety. The Division strives to provide high quality customer service to the respected stakeholders of the Town of Davie.

FY 2021 Budget Highlights, Projects and Major Changes

For Fiscal Year 2021, in review of the upcoming development activity, the Engineering Division is projecting anticipated revenues will meet or exceed expenditures. Anticipated revenues may vary depending on project permitting. Conversely, anticipated expenditures will not vary significantly. The permitting projections are challenging for some projects as the permit issuance timing may result in the revenues being collected one fiscal year, but the inspections occurring the subsequent fiscal year.

The Engineering Division's focus in Fiscal Year 2021 will be the continuance of the implementation of an online plan review process. The process is constantly being reviewed and improved to provide a more efficient plan review process to the public. Due to this transition, the technology request for the Engineering Division includes mobile devices that will allow for the efficient review and submission of inspections. The addition of the mobile devices will also allow the Engineering Division to work remotely and be available to provide quality service to the Town of Davie stakeholders. Software upgrades, such as Adobe and AutoCAD are proposed as well to allow for electronic review, revisions and in-house drafting.

Nova Drive

The Engineering Division does not propose additional staff nor reorganization of the current department structure. The addition of Broward County Transportation Surtax projects will add to the projects the Engineering Division will be constructing and designing in Fiscal Year 2021.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Engineering Division

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

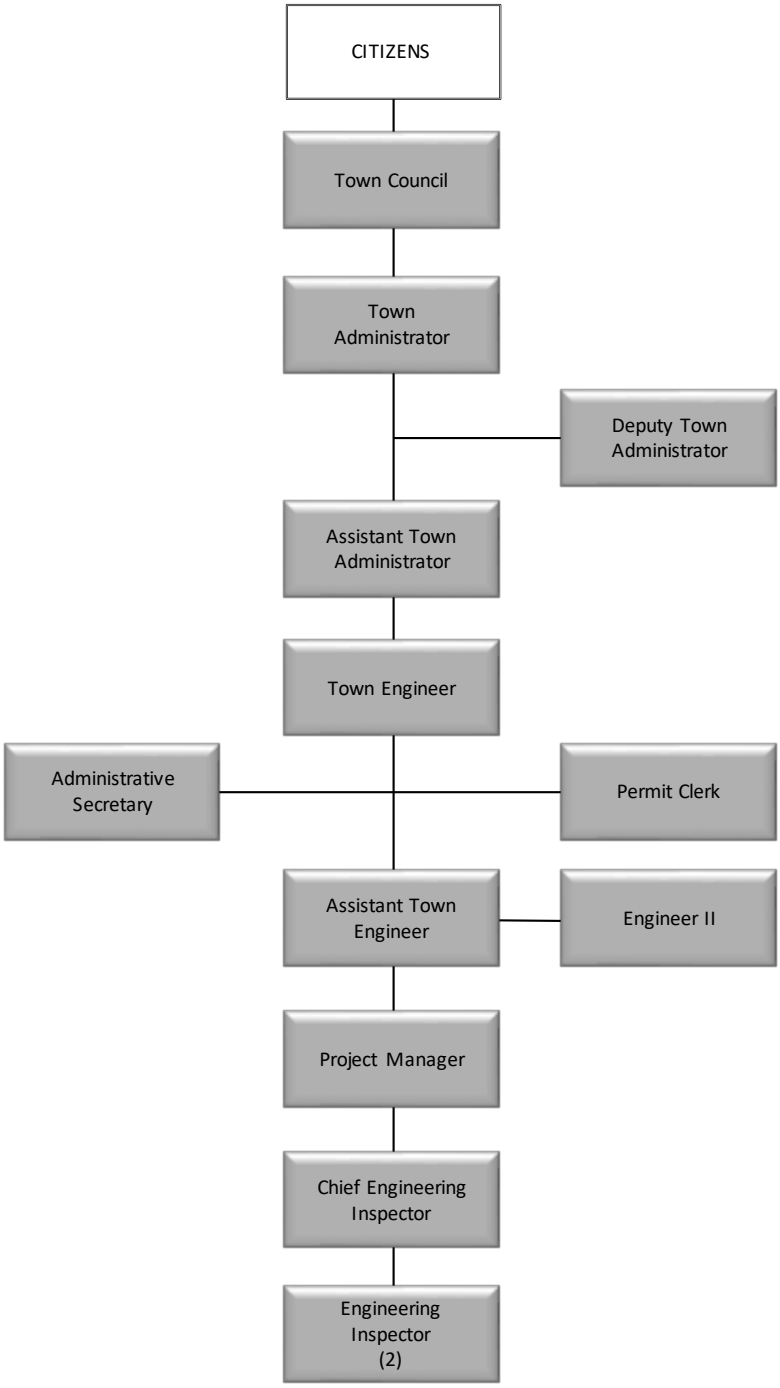
SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training
- Increase Engineering permit reviews within 28 calendar days
- Increase Building permit reviews within 28 calendar days

SP4 / Goal A: Leverage Technology to improve service delivery
- Streamline and standardize administrative processes
- Enhance automation and provide new application management tools

Key Performance Indicators		FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a	Percent of staff attending training and development sessions	100%	100%	100%	100%	**100%**
2a♦	Percent of Engineering permits reviewed within 28 calendar days					**80%**
2a♦	Percent of Building permits reviewed within 28 days calendar days					**80%**
4a✓	Installation and training of new workflow software to coordinate and streamline permit processes	100%	0%	100%	100%	✓
Accomplishments						
4a✓	Streamline review and approval process of permits through use of New World Systems software	100%	100%	✓	✓	✓

✓ Goal Achieved
✘ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Engineering Division



Engineering Division

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Administrative Secretary	1	1	1	1	
Assistant Town Engineer	1	1	1	1	
Chief Engineering Inspector	1	1	1	1	
Engineer II	0	1	1	1	
Engineer II PT	1	0	0	0	
Engineering Inspector	3	4	2	2	
Permit Clerk	1	1	1	1	
Project Manager	0	0	1	1	
Town Engineer	1	1	1	1	
Total Budgeted Positions	**9**	**10**	**9**	**9**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Permits, Fees & Special Assessments	$1,462,569	$2,188,770	$1,796,500	$1,925,500	$129,000	7%
Revenue Totals	**$1,462,569**	**$2,188,770**	**$1,796,500**	**$1,925,500**	**$129,000**	**7%**
Expenditures						
Personnel Services	$959,011	$1,035,742	$1,237,742	$1,296,620	$58,878	5%
Operating Expenditures	$325,968	$384,399	$434,540	$451,416	$16,876	4%
Capital Outlay	$11,578	$137	$42,875	$10,600	($32,275)	-75%
Expenditure Totals	**$1,296,557**	**$1,420,279**	**$1,715,157**	**$1,758,636**	**$43,479**	**3%**

ENGINEERING DIVISION
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$630,821	$670,980	$798,279	$637,785	$857,814
51202 - Salaries- Longevity	$4,750	$5,299	$4,250	$0	$5,250
51208 - Salaries- Service Awards	$0	$0	$600	$600	$500
51210 - Salaries- Phone Allowances	$2,205	$2,970	$4,615	$3,255	$4,020
51212 - Salaries- Deferred Comp.	$3,695	$0	$0	$0	$0
51401 - Overtime	$25,282	$32,079	$25,000	$14,891	$40,000
52101 - FICA Taxes	$48,844	$52,341	$62,783	$48,010	$68,351
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$129,802	$146,403	$158,808	$128,655	$160,192
52301 - Life & Health Ins- Health	$108,845	$120,165	$177,125	$108,669	$153,300
52401 - Workers' Compensation	$4,767	$5,506	$6,282	$6,217	$7,193
Personnel Services Totals	**$959,011**	**$1,035,742**	**$1,237,742**	**$948,081**	**$1,296,620**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$5,421	$11,262	$8,000	$5,840	$12,000
53401 - Other Svc- Contractual Services	$23,920	$16,742	$52,075	$19,141	$52,075
53426 - Other Svc- Internal Charges IT	$44,254	$72,248	$72,235	$60,196	$84,749
53440 - Other Svc- Administrative Fees	$156,471	$171,837	$191,700	$159,750	$195,946
54101 - Communications Services Expense	$6,357	$7,191	$6,320	$4,605	$5,936
54302 - Utility Svc- Water & Sewer	$316	$325	$500	$257	$400
54303 - Utility Svc- Electric	$2,861	$2,972	$3,500	$2,224	$3,300
54601 - Repairs&Maint- Vehicle Usage	$41,040	$41,004	$43,980	$34,354	$39,780
54617 - Repairs&Maint- Directd Work/Non-Contract	$5,477	$1,299	$3,500	$2,320	$3,500
54902 - Other Cur Chg- Pollut. Dischg Fee	$22,330	$43,260	$23,000	$23,827	$25,000
55101 - Office Supply Expenses	$4,856	$6,822	$8,300	$2,347	$8,300
55201 - Oper Sup- Uniforms	$2,009	$2,485	$2,800	$1,788	$2,800
55209 - Oper Sup- Fuel	$6,134	$5,541	$7,500	$2,723	$6,500
55501 - Training- Training & Education	$4,522	$1,412	$11,130	$2,527	$11,130
Operating Expenditures Totals	**$325,968**	**$384,399**	**$434,540**	**$321,899**	**$451,416**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$2,500	$0	$0
56453 - Mach & Equip- Tech Equip & Maint.	$11,578	$137	$40,375	$29,535	$10,600
Capital Outlay Totals	**$11,578**	**$137**	**$42,875**	**$29,535**	**$10,600**
Division Grand Totals:	**$1,296,557**	**$1,420,279**	**$1,715,157**	**$1,299,515**	**$1,758,636**

Planning and Zoning Division

Mission

Provide innovative, practical and cost-effective planning services to the Town, consistent with the comprehensive plan and recognized industry planning standards, while working cooperatively with the public, Town staff and other interested parties.

Department Description

The Planning and Zoning Division provides information and advice concerning land use planning and development to a complex array of individuals and entities, including the public, Town Administration and other Town departments, elected and appointed officials and a variety of local, state and regional entities. Regardless of the particular individual or entity served, the Division may perform a regulatory, advisory or coordinating role, depending on the situation.

Parc 3400 and Davie Business Center

The major functions of the Division are comprehensive (land use) planning, development review and business tax receipts. Comprehensive planning includes preparation of the state-mandated comprehensive plan and all related amendments, including both Town-sponsored amendments and landowner-sponsored amendments, preparation of land development regulations and provision of policy advice on land use to the Town Administrator, Town Council and various appointed boards and committees. The Division also performs implementation tasks of plan objectives, including drafting and adoption of land development regulations, grant writing, intergovernmental coordination, and preliminary design of capital improvements. Development review includes review of site plans, plats, building permits, tree removal/relocation permits, engineering permits, and similar development applications for compliance with the land development regulations. The Business Tax Receipts section is responsible for ensuring that businesses and professions operating in the Town pay the annual business tax and that new businesses are compliant with applicable Zoning and Building Codes.

FY 2021 Budget Highlights, Projects and Major Changes

The Fiscal Year 2021 Budget continues to reflect a “blended staff” approach, including full-time staff and contractual services for certain specialties. There are no position changes for the Division in Fiscal Year 2021. Additional funding is included, however, for historic/archaeological review in anticipation of the Town applying for Certified Local Government status. Similarly, additional funding is included for public art project management in anticipation of the engagement of a Public Arts consultant and the creation of a public arts master plan. Zoning and landscaping permit revenue has been reduced as necessary to comply with current Florida Statutes governing the collection of fees as part of the building permit review process.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Planning and Zoning Division

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

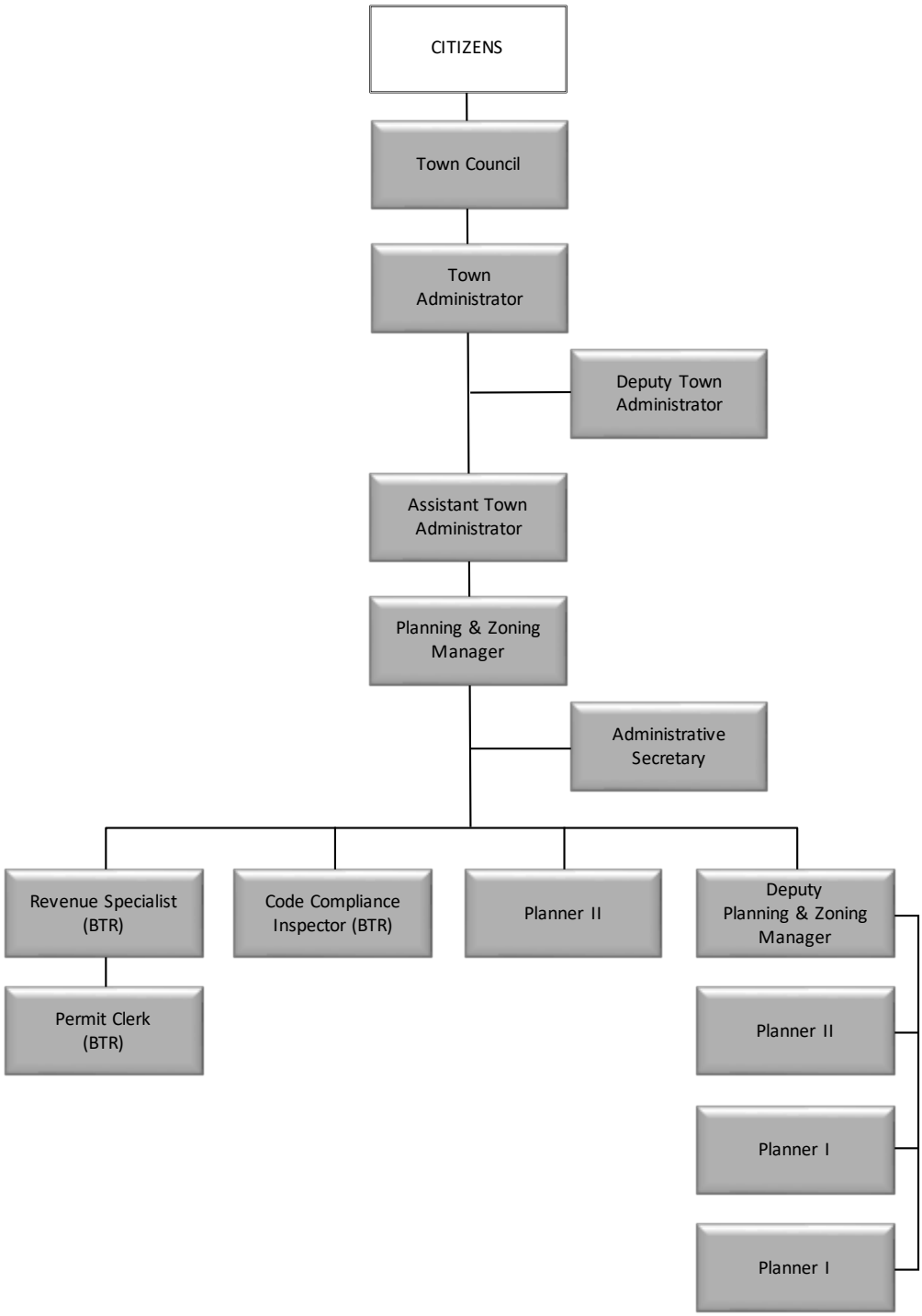
Strategic Goals / Outcomes

SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a★ Percent of staff attending training and development sessions	50%	38%	50%	14%	**50%**

✓ Goal Achieved
✖ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Planning & Zoning Division



BTR - Business Tax Receipts

Planning & Zoning Division

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Administrative Secretary	1	1	1	1	
Chief Landscape Inspector	1	1	0	0	
Code Compliance Inspector	1	1	1	1	
Deputy Planning & Zoning Manager	1	1	1	1	
Landscape Inspector PT	1	0	0	0	
Office Supervisor	1	1	0	0	
Permit Clerk	1	1	1	1	
Planner I	2	2	2	2	
Planner II	2	2	2	2	
Planning & Zoning Manager	1	1	1	1	
Revenue Specialist	0	0	1	1	
Total Budgeted Positions	**12**	**11**	**10**	**10**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Permits, Fees & Special Assessments	$398,991	$695,733	$379,330	$315,000	($64,330)	-17%
Charges for Services	$7,766	$10,463	$19,300	$19,300	$0	0%
Revenue Totals	**$406,757**	**$706,195**	**$398,630**	**$334,300**	**($64,330)**	**-16%**
Expenditures						
Personnel Services	$1,253,071	$1,164,437	$1,117,271	$1,176,146	$58,875	5%
Operating Expenditures	$184,810	$238,736	$387,161	$412,082	$24,921	6%
Capital Outlay	$5,502	$1,369	$5,800	$3,850	($1,950)	-34%
Expenditure Totals	**$1,443,382**	**$1,404,543**	**$1,510,232**	**$1,592,078**	**$81,846**	**5%**

PLANNING & ZONING DIVISION
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$820,503	$789,344	$771,136	$623,879	$810,890
51202 - Salaries- Longevity	$7,916	$7,000	$5,500	$0	$6,250
51208 - Salaries- Service Awards	$1,300	$0	$100	$0	$750
51210 - Salaries- Phone Allowances	$600	$600	$650	$500	$600
51401 - Overtime	$6,685	$3,884	$3,021	$3,611	$4,700
52101 - FICA Taxes	$61,868	$59,068	$59,660	$47,382	$62,938
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$204,235	$166,354	$148,826	$122,857	$145,297
52301 - Life & Health Ins- Health	$147,464	$135,650	$125,750	$108,420	$141,840
52401 - Workers' Compensation	$2,499	$2,537	$2,628	$2,242	$2,881
Personnel Services Totals	**$1,253,071**	**$1,164,437**	**$1,117,271**	**$908,890**	**$1,176,146**
Operating Expenditures					
53106 - Prof Svc- Cost Recovery	$39,853	$50,403	$40,000	$33,903	$60,000
53401 - Other Svc- Contractual Services	$20,173	$38,978	$200,540	$101,006	$202,540
53426 - Other Svc- Internal Charges IT	$71,834	$95,618	$95,200	$79,333	$100,531
54101 - Communications Services Expense	$6,810	$7,612	$8,698	$4,230	$4,674
54302 - Utility Svc- Water & Sewer	$288	$431	$600	$182	$500
54601 - Repairs&Maint- Vehicle Usage	$14,904	$12,863	$11,340	$9,450	$11,556
54617 - Repairs&Maint- Directd Work/Non-Contract	$159	$1,729	$1,000	$215	$1,000
55101 - Office Supply Expenses	$25,077	$26,915	$22,288	$7,634	$23,238
55209 - Oper Sup- Fuel	$1,072	$578	$900	$457	$1,100
55501 - Training- Training & Education	$4,641	$3,610	$6,595	$1,687	$6,943
Operating Expenditures Totals	**$184,810**	**$238,736**	**$387,161**	**$238,097**	**$412,082**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$410	$1,000	$0	$1,000
56453 - Mach & Equip- Tech Equip & Maint.	$5,502	$959	$4,800	$73	$2,850
Capital Outlay Totals	**$5,502**	**$1,369**	**$5,800**	**$73**	**$3,850**
Division Grand Totals:	**$1,443,382**	**$1,404,543**	**$1,510,232**	**$1,147,061**	**$1,592,078**

Public Works & Capital Projects Department

Mission

Our mission is to support and enhance a high quality of life for the Town's residents, businesses and visitors and to provide environmentally sensitive and cost-effective infrastructure, while maintaining reliable service and promoting civic vitality.

Department Description

The Public Works and Capital Projects Department is responsible for the maintenance and management of the Town's physical assets. The Capital Projects section is responsible for the development and construction of Town assets, while the Public Works section is tasked with the care, maintenance and upkeep of these assets. The assets include Town buildings, parks and sport fields, roadways and bridges, pedestrian ways, medians, equestrian trails, drainage systems, streetlights, and landscaping. The Department performs its services using a mix of in-house and contractual work forces. By continually evaluating and improving our daily operations, we are able to ensure an excellent quality of work output for the Town.

FY 2021 Budget Highlights, Projects and Major Changes

The Fiscal Year 2021 Budget request for the Public Works Department has no significant changes compared to the Fiscal Year 2020 Budget, including no changes to the staffing complement. Through innovation, planning, and efficiency, the management team and employees of the Department look to enhance the current level of services to the residents. The Department continues to cross train employees to be multi-functional and skilled in all responsibilities of the Department in order to meet all of the demands. We will continue to enhance the skills of our workforce and supervisory staff through on-site, hands-on training and through staff participation in safety and technical courses. In addition, the Department will continue to focus its efforts in recording and managing all assets in a Geographic Information System (GIS) to include underground stormwater infrastructure. To this end, the Department will deploy an additional five (5) new iPads to manage the assets in real time in Fiscal Year 2021. This will bring the total number of iPads utilized by employees in the Department to thirty-one (31). The Department will also deploy two (2) new desktop computers for supervisors to use at Public Works' Pine Island Park and Shenandoah Park offices.

ADA improvements at Oakhill Park

In Fiscal Year 2021, the Department will enter year three (3) of its five (5) year strategic plan priority to make Davie greener. It includes lighting upgrades to LED at Betty Booth Roberts Park, Potter Park, and all park restroom facilities. Upgrading existing lighting to LED reduces energy consumption, enhances security, and reduces maintenance costs. Additionally, the Department has positioned itself, through the deployment of mobile devices and the acquisition of required software, to be a paperless Department.

The Department will continue to solidify its stormwater maintenance program by complying with the National Pollutant Discharge Elimination System (NPDES) permit requirements. During Fiscal Year 2021, the Department will work to improve the Total Maximum Daily Load (TMDL) through monthly water quality testing in the C-11 canal located along Griffin Road. The objective of the testing is to identify the type of pollutants and its source(s) to develop recommendations for future water quality and drainage improvements. Additional efforts will be geared towards enhancing the stormwater education and outreach program to increase stakeholders' awareness and participation.

Cleaning stormwater infrastructure

The COVID-19 pandemic has been transformative in how the Town provides services to the residents. The Department will continue to adapt by focusing on protecting employees and providing scheduled and on-demand services to sanitize Town facilities.

In summary, the priorities for Fiscal Year 2021 will be to continue to implement sustainable initiatives that will impact future generations, continue to integrate the Town's assets into GIS, create or update Standard Operating Procedures to standardize processes and improve efficiency, and continue to invest in the safety and development of the employees.

In Fiscal Year 2021, Capital Projects' goals are to move Town departments and divisions to a temporary Town Hall facility and demolish the existing Town Hall buildings. Additionally, there are major projects that will enter the design phase. These projects are:

- Town Hall;
- Davie Wetlands Park;
- Governor Leroy Collins Farm Park;
- Robbins Park Equestrian Area Improvement & Police Mounted Unit Facilities; and
- Oakhill Drainage Improvements (in coordination with Central Broward Water Control District).

The Department also will continue to oversee other small projects to ensure completion is in accordance with the project technical requirements in a timely manner.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Public Works & Capital Projects Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

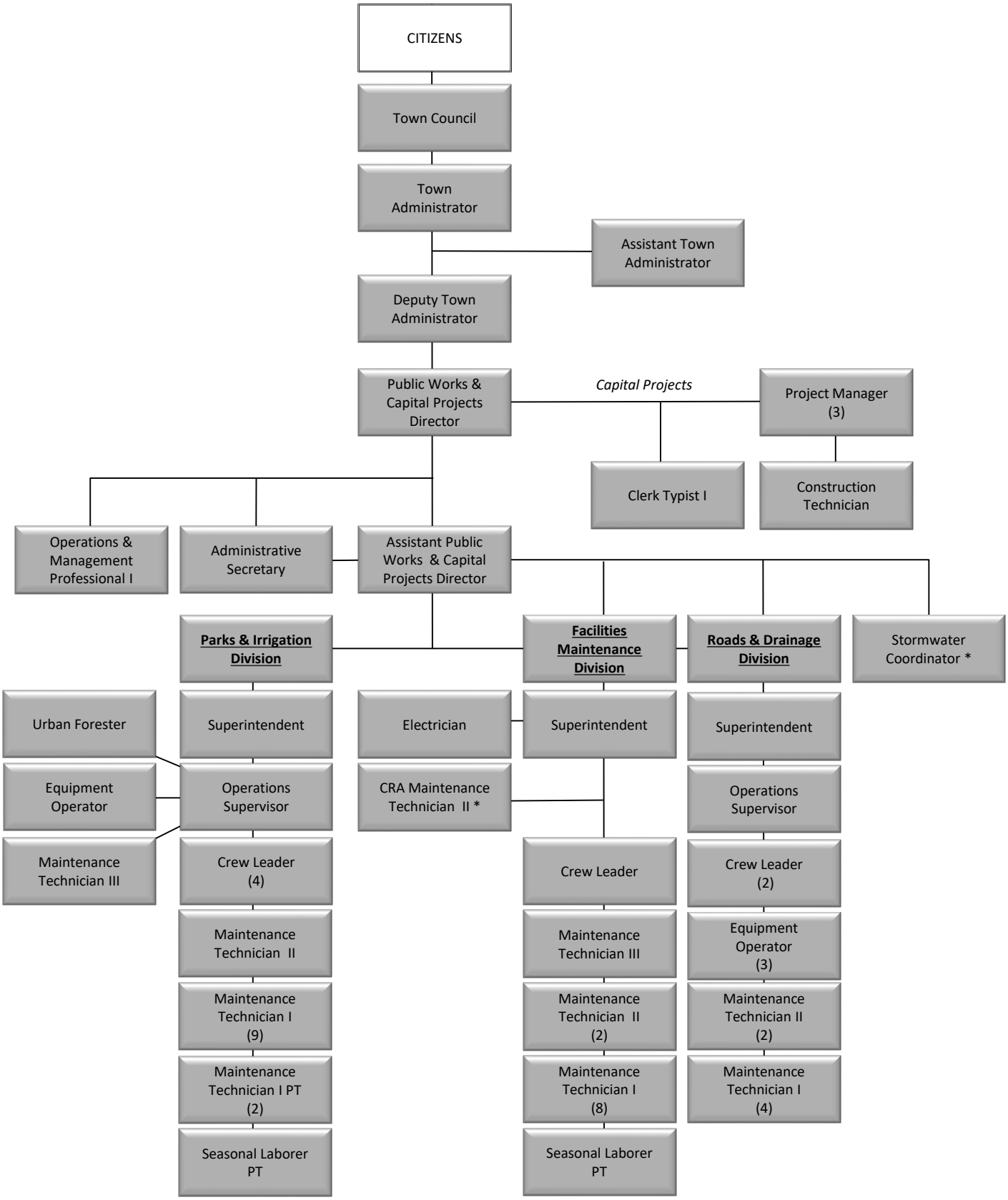
SP3 / Goal A: Provide diverse, safe and sustainable public spaces
- Inventory and upgrade existing Town-wide lighting to light-emitting diode (LED)

SP4 / Goal A: Leverage Technology to improve service delivery
- Prepare existing geographical information system (GIS) for expansion through data cleanup, maintenance and addition of required data (see IT KPI for town-wide effort)

	Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a	Percent of staff attending training and development sessions	75%	100%	100%	100%	**100%**
3a	Percent of lighting upgraded to LED according to plan (Phase 1)	100%	95%	100%	97%	**100%**
3a	Percent of lighting upgraded to LED according to plan (Phase 2)			100%	70%	**100%**
3a♦	Percent of lighting upgraded to LED according to plan (Phase 3)					**100%**

✓ Goal Achieved
✘ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Public Works & Capital Projects Department



*Personnel and operating costs for this Maintenance Tech II are funded by the CRA. Personnel and operating costs of the Stormwater Coordinator are budgeted in the Engineering Division.

Public Works & Capital Projects Department

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Administrative Secretary	1	1	1	1	
Asst. Public Works/Cap. Proj. Dir.	1	1	1	1	
Clerk Typist I	1	1	1	1	
Construction Technician	1	1	1	1	
Crew Leader	7	7	7	7	
Electrician	1	1	1	1	
Equipment Operator	4	4	4	4	
Maintenance Technician I	21	21	21	21	
Maintenance Technician I, PT	2	2	2	2	
Maintenance Technician II	5	5	6	6	
Maintenance Technician III	1	1	2	2	
Operations & Mgt. Professional I	1	1	1	1	
Operations Supervisor	3	3	2	2	
Project Manager	2	2	3	3	
Public Works/Capital Projects Dir.	1	1	1	1	
Seasonal Laborer PT	2	2	2	2	
Stormwater Coordinator	0	0	1	1	
Superintendent	3	3	3	3	
Urban Forester	1	1	1	1	
Total Budgeted Positions	**58**	**58**	**61**	**61**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Permits, Fees & Special Asmts	$11,715	$274,585	$10,000	$10,000	$0	0%
Intergovernmental	$108,479	$111,734	$115,088	$118,540	$3,452	3%
Charges for Services	$14,547	$16,429	$127,100	$135,000	$7,900	6%
Revenue Totals	**$134,741**	**$402,747**	**$252,188**	**$263,540**	**$11,352**	**5%**
Expenditures						
Personnel Services	$4,787,299	$4,907,391	$5,318,877	$5,598,837	$279,960	5%
Operating Expenditures	$3,805,892	$3,753,123	$5,186,027	$5,578,734	$392,707	8%
Capital Outlay	$38,158	$22,931	$145,945	$150,195	$4,250	3%
Expenditure Totals	**$8,631,349**	**$8,683,445**	**$10,650,849**	**$11,327,766**	**$676,917**	**6%**

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$2,933,701	$3,070,850	$3,292,467	$2,548,808	$3,517,472
51202 - Salaries- Longevity	$35,491	$38,417	$39,750	$768	$35,500
51208 - Salaries- Service Awards	$2,650	$3,000	$1,650	$700	$3,250
51209 - Salaries- Auto Allowances	$4,800	$4,800	$5,200	$4,000	$4,800
51210 - Salaries- Phone Allowances	$8,089	$10,460	$12,610	$9,240	$11,880
51401 - Overtime	$71,015	$45,203	$59,400	$37,465	$59,400
52101 - FICA Taxes	$217,020	$227,386	$259,668	$191,462	$277,636
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$607,429	$558,834	$537,073	$422,447	$541,968
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$65,507	$60,974	$62,509	$49,459	$58,502
52301 - Life & Health Ins- Health	$726,420	$771,070	$915,000	$674,736	$950,880
52401 - Workers' Compensation	$115,177	$116,397	$133,550	$104,218	$137,549
Personnel Services Totals	**$4,787,299**	**$4,907,391**	**$5,318,877**	**$4,043,303**	**$5,598,837**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$19,935	$4,313	$100,000	$15,017	$100,000
53419 - Other Svc- Janitorial Contracts	$237,006	$216,714	$250,000	$161,687	$250,000
53423 - Other Svc- Agency Requirements	$0	$0	$500	$0	$500
53426 - Other Svc- Internal Charges IT	$289,341	$187,114	$251,896	$209,913	$309,132
53427 - Other Svc- Contingency	$52,081	$72,832	$350,000	$50,452	$350,000
53437 - Other Svc- Tree Preservation Exp.	$77,944	$69,795	$270,000	$27,118	$270,000
54101 - Communications Services Expense	$26,618	$19,961	$36,376	$16,051	$27,966
54302 - Utility Svc- Water & Sewer	$18,169	$43,134	$25,900	$16,703	$25,600
54303 - Utility Svc- Electric	$804,230	$866,742	$890,000	$534,284	$889,050
54601 - Repairs&Maint- Vehicle Usage	$347,970	$361,552	$406,188	$311,683	$403,596
54611 - Repairs&Maint- Street Light Maint.	$102,593	$90,055	$111,734	($101,132)	$117,000
54612 - Repairs&Maint- Stmwtr Repairs/Maint	$0	$0	$300,000	$28,530	$300,000
54613 - Repairs&Maint- Contractual Maint.	$1,261,603	$1,217,154	$1,517,533	$826,085	$1,835,240
54617 - Repairs&Maint- Directed Work/Non-Contract	$109,890	$111,807	$100,000	$57,778	$105,000
54620 - Repairs&Maint- Wetland Maintenance	$14,700	$18,000	$25,000	$12,300	$25,000
54623 - Repairs&Maint- Generator Maint./Repairs	$0	$0	$69,200	$34,327	$69,200
55101 - Office Supply Expenses	$10,083	$11,903	$12,000	$13,079	$16,850
55201 - Oper Sup- Uniforms	$38,783	$30,429	$44,300	$21,856	$45,700
55206 - Oper Sup- Tools & Materials	$189,372	$235,633	$200,600	$156,397	$215,600
55209 - Oper Sup- Fuel	$86,996	$94,839	$105,800	$39,936	$103,300
55301 - Rd Maint&Sup- NPDES RQRD Maint-Rd	$45,417	$37,317	$44,000	$198	$44,000
55302 - Rd Maint&Sup- Road Materials/Supplies	$59,253	$49,861	$60,000	$44,101	$60,000
55501 - Training- Training & Education	$13,907	$13,971	$15,000	$6,486	$16,000
Operating Expenditures Totals	**$3,805,892**	**$3,753,123**	**$5,186,027**	**$2,482,847**	**$5,578,734**

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
EXPENDITURES SUMMARY (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Capital Outlay					
563088 - Infrast- Stormwater Sys. Infrastructure	$0	$0	$100,000	$0	$100,000
56408 - Mach & Equip- Capital Outlay	$20,449	$9,153	$20,000	$19,549	$25,000
56453 - Mach & Equip- Tech Equip & Maint.	$17,709	$13,778	$25,945	$15,181	$25,195
Capital Outlay Totals	**$38,158**	**$22,931**	**$145,945**	**$34,730**	**$150,195**
Department Grand Totals:	**$8,631,349**	**$8,683,445**	**$10,650,849**	**$6,560,880**	**$11,327,766**

Potter Park Roof Repair

Oakhill Culvert Replacement

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
GENERAL OPERATIONS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$566,420	$647,658	$684,380	$534,738	$799,019
51202 - Salaries- Longevity	$2,000	$3,417	$4,000	$0	$3,500
51208 - Salaries- Service Awards	$350	$350	$350	$0	$550
51209 - Salaries- Auto Allowances	$4,800	$4,800	$5,200	$4,000	$4,800
51210 - Salaries- Phone Allowances	$1,800	$2,350	$2,600	$2,000	$3,000
51401 - Overtime	$518	$952	$1,500	$3,787	$1,500
52101 - FICA Taxes	$41,018	$48,077	$52,840	$40,180	$61,651
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$143,313	$139,879	$133,119	$106,812	$143,385
52301 - Life & Health Ins- Health	$99,648	$113,420	$136,875	$101,960	$158,280
52401 - Workers' Compensation	$1,022	$1,146	$1,101	$867	$1,292
Personnel Services Totals	**$860,889**	**$962,047**	**$1,021,965**	**$794,345**	**$1,176,977**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$19,935	$4,313	$0	$0	$0
53426 - Other Svc- Internal Charges IT	$289,341	$187,114	$251,896	$209,913	$309,132
53427 - Other Svc- Contingency	$52,081	$72,832	$350,000	$50,452	$350,000
54101 - Communications Services Expense	$26,618	$19,961	$36,376	$16,051	$27,966
54302 - Utility Svc- Water & Sewer	$18,169	$43,134	$25,900	$16,703	$25,600
54303 - Utility Svc- Electric	$804,230	$866,742	$890,000	$534,284	$889,050
54601 - Repairs&Maint- Vehicle Usage	$347,970	$361,552	$406,188	$311,683	$403,596
54617 - Repairs&Maint- Directed Work/Non-Contract	$109,890	$111,807	$100,000	$57,778	$105,000
55101 - Office Supply Expenses	$10,083	$11,903	$12,000	$13,079	$16,850
55201 - Oper Sup- Uniforms	$38,783	$30,429	$44,300	$21,856	$45,700
55209 - Oper Sup- Fuel	$86,996	$94,839	$105,800	$39,936	$103,300
55501 - Training- Training & Education	$13,907	$13,971	$15,000	$6,486	$16,000
Operating Expenditures Totals	**$1,818,004**	**$1,818,595**	**$2,237,460**	**$1,278,220**	**$2,292,194**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$20,449	$9,153	$0	$0	$0
56453 - Mach & Equip- Tech Equip & Maint.	$17,709	$13,778	$25,945	$15,181	$25,195
Capital Outlay Totals	**$38,158**	**$22,931**	**$25,945**	**$15,181**	**$25,195**
Division Subtotals:	**$2,717,051**	**$2,803,574**	**$3,285,370**	**$2,087,746**	**$3,494,366**

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
ROW/ROADS & DRAINAGE DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$641,027	$684,486	$751,144	$560,638	$759,827
51202 - Salaries- Longevity	$8,500	$9,750	$10,000	$510	$7,500
51208 - Salaries- Service Awards	$500	$1,250	$700	$350	$950
51210 - Salaries- Phone Allowances	$1,770	$2,670	$3,250	$2,420	$3,360
51401 - Overtime	$29,662	$11,350	$12,500	$5,472	$12,500
52101 - FICA Taxes	$49,721	$50,976	$59,249	$42,510	$60,188
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$132,825	$109,263	$108,360	$82,753	$111,481
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$16,891	$23,445	$23,872	$16,612	$17,390
52301 - Life & Health Ins- Health	$154,615	$183,380	$219,125	$156,536	$242,400
52401 - Workers' Compensation	$36,860	$39,495	$46,112	$35,183	$48,173
Personnel Services Totals	**$1,072,370**	**$1,116,064**	**$1,234,312**	**$902,985**	**$1,263,769**
Operating Expenditures					
54611 - Repairs&Maint- Street Light Maint.	$102,593	$90,055	$111,734	($101,132)	$117,000
54613 - Repairs&Maint- Contractual Maint.	$500,019	$479,921	$677,000	$334,233	$908,000
55301 - Rd Maint&Sup- NPDES RQRD Maint-Rd	$45,417	$37,317	$0	$0	$0
55302 - Rd Maint&Sup- Road Materials/Supplies	$59,253	$49,861	$60,000	$44,101	$60,000
Operating Expenditures Totals	**$707,283**	**$657,154**	**$848,734**	**$277,201**	**$1,085,000**
Division Subtotals:	**$1,779,652**	**$1,773,218**	**$2,083,046**	**$1,180,186**	**$2,348,769**

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
FACILITIES MAINTENANCE DIVISION

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Personnel Services					
51201 - Salaries- Regular	$683,996	$740,609	$823,353	$654,695	$886,001
51202 - Salaries- Longevity	$8,491	$9,000	$9,250	$0	$9,000
51208 - Salaries- Service Awards	$750	$450	$0	$0	$1,300
51210 - Salaries- Phone Allowances	$2,239	$3,560	$4,550	$3,280	$3,720
51401 - Overtime	$16,184	$8,040	$10,000	$9,133	$10,000
52101 - FICA Taxes	$50,862	$55,020	$64,478	$48,859	$69,347
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$153,425	$152,380	$150,915	$122,249	$150,058
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$10,512	$6,050	$6,081	$5,475	$6,538
52301 - Life & Health Ins- Health	$182,428	$199,855	$242,500	$190,180	$266,040
52401 - Workers' Compensation	$29,496	$33,746	$40,017	$31,841	$39,336
Personnel Services Totals	**$1,138,383**	**$1,208,710**	**$1,351,144**	**$1,065,711**	**$1,441,340**

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
FACILITIES MAINTENANCE DIVISION (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
53419 - Other Svc- Janitorial Contracts	$237,006	$216,714	$250,000	$161,687	$250,000
54613 - Repairs&Maint- Contractual Maint.	$248,612	$184,879	$203,438	$101,455	$203,000
54623 - Repairs&Maint- Generator Maint./Repairs	$0	$0	$69,200	$34,327	$69,200
55206 - Oper Sup- Tools & Materials	$90,357	$114,967	$120,000	$76,231	$135,000
Operating Expenditures Totals	**$575,975**	**$516,560**	**$642,638**	**$373,701**	**$657,200**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$0	$0	$5,000
Capital Outlay Totals	**$0**	**$0**	**$0**	**$0**	**$5,000**
Division Subtotals:	**$1,714,358**	**$1,725,269**	**$1,993,782**	**$1,439,411**	**$2,103,540**

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
PARKS & IRRIGATION DIVISION

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Personnel Services					
51201 - Salaries- Regular	$960,456	$915,976	$951,130	$728,007	$981,390
51202 - Salaries- Longevity	$15,500	$15,250	$15,500	$258	$14,500
51208 - Salaries- Service Awards	$1,050	$950	$600	$350	$100
51210 - Salaries- Phone Allowances	$1,680	$1,280	$1,560	$1,040	$1,200
51401 - Overtime	$23,515	$24,840	$35,000	$18,566	$35,000
52101 - FICA Taxes	$69,042	$66,991	$76,685	$54,460	$79,335
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$156,763	$139,222	$128,563	$96,744	$120,526
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$38,104	$31,479	$32,556	$27,372	$34,574
52301 - Life & Health Ins- Health	$279,570	$264,115	$305,250	$217,220	$272,760
52401 - Workers' Compensation	$47,649	$41,862	$46,187	$36,211	$48,599
Personnel Services Totals	**$1,593,329**	**$1,501,965**	**$1,593,031**	**$1,180,228**	**$1,587,984**
Operating Expenditures					
54613 - Repairs&Maint- Contractual Maint.	$512,972	$552,354	$613,095	$374,059	$700,240
54620 - Repairs&Maint- Wetland Maintenance	$14,700	$18,000	$25,000	$12,300	$25,000
55206 - Oper Sup- Tools & Materials	$98,943	$120,528	$80,000	$80,166	$80,000
Operating Expenditures Totals	**$626,615**	**$690,881**	**$718,095**	**$466,525**	**$805,240**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$20,000	$19,549	$20,000
Capital Outlay Totals	**$0**	**$0**	**$20,000**	**$19,549**	**$20,000**
Division Subtotals:	**$2,219,944**	**$2,192,846**	**$2,331,126**	**$1,666,301**	**$2,413,224**

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
LANDSCAPING DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$81,802	$82,122	$82,460	$70,731	$91,235
51202 - Salaries- Longevity	$1,000	$1,000	$1,000	$0	$1,000
51208 - Salaries- Service Awards	$0	$0	$0	$0	$350
51210 - Salaries- Phone Allowances	$600	$600	$650	$500	$600
51401 - Overtime	$1,135	$21	$400	$507	$400
52101 - FICA Taxes	$6,377	$6,324	$6,416	$5,453	$7,115
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$21,104	$18,090	$16,116	$13,889	$16,518
52301 - Life & Health Ins- Health	$10,160	$10,300	$11,250	$8,840	$11,400
52401 - Workers' Compensation	$150	$148	$133	$116	$149
Personnel Services Totals	**$122,328**	**$118,604**	**$118,425**	**$100,035**	**$128,767**
Operating Expenditures					
53437 - Other Svc- Tree Preservation Exp.	$77,944	$69,795	$270,000	$27,118	$270,000
55206 - Oper Sup- Tools & Materials	$71	$138	$600	$0	$600
Operating Expenditures Totals	**$78,015**	**$69,933**	**$270,600**	**$27,118**	**$270,600**
Division Subtotals:	**$200,343**	**$188,538**	**$389,025**	**$127,153**	**$399,367**

PUBLIC WORKS & CAPITAL PROJECTS DEPARTMENT
STORMWATER DIVISION

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Operating Expenditures					
53401 - Other Svc- Contractual Services	$0	$0	$100,000	$15,017	$100,000
53423 - Other Svc- Agency Requirements	$0	$0	$500	$0	$500
54612 - Repairs&Maint- Stmwtr Repairs/Maint	$0	$0	$300,000	$28,530	$300,000
54613 - Repairs&Maint- Contractual Maint.	$0	$0	$24,000	$16,339	$24,000
55301 - Rd Maint&Sup- NPDES RQRD Maint-Rd	$0	$0	$44,000	$198	$44,000
Operating Expenditures Totals	**$0**	**$0**	**$468,500**	**$60,083**	**$468,500**
Capital Outlay					
563088 - Infrast- Stormwater Sys. Infrastructure	$0	$0	$100,000	$0	$100,000
Capital Outlay Totals	**$0**	**$0**	**$100,000**	**$0**	**$100,000**
Division Subtotals:	**$0**	**$0**	**$568,500**	**$60,083**	**$568,500**

Parks, Recreation and Cultural Arts Department

Mission

The Parks, Recreation and Cultural Arts Department is committed to providing year round superior recreation programs, services and community events. This is accomplished through a dedicated and committed professional staff using modern methods of planning, coordination and implementation along with excellent customer service. Staff also works closely and cooperatively with the Public Works Department to ensure well maintained parks, open spaces and recreation facilities are available for the benefit and enjoyment of all Town of Davie residents.

Department Description

The Parks, Recreation and Cultural Arts Department provides year round leisure programs and services in the areas of sports, recreation, senior programs, cultural arts, fitness and aquatics. Many of these programs and services are held at major recreation facilities including the Bergeron Rodeo Grounds and Arena, the Pine Island Park Aquatic and Fitness Center and Multipurpose Center, Shenandoah and Ivanhoe community rooms, the Betty Booth Roberts swimming pool and the Bamford Sports Complex. The Department also issues use permits for the rental of the Bergeron Rodeo Arena and Robbins Lodge as well as various park facilities, such as picnic areas and shelters, and outdoor tennis and basketball courts. In addition, the Department works in cooperation with the Public Works Department to ensure that the Town's many parks, open spaces and recreation facilities are well maintained for the enjoyment of all Davie residents and visitors. The Department also strives to provide safe and secure parks for Town residents through a pro-active Park Ranger program that patrols all Town parks and facilities seven days a week from 6:30 am to 11:00 pm.

FY 2021 Budget Highlights, Projects and Major Changes

The events related to COVID-19 during the current fiscal year have challenged all departments to reassess business practices while efficiently serving our Davie residents. The Parks, Recreation and Cultural Arts Department has reexamined its organizational structure and proposed no changes for Fiscal Year 2021. With existing staff, the department will continue to consolidate processes to better serve Davie's growing population.

Reflections Park playground

One main focus of this improved efficiency in Fiscal Year 2021 is to increase the Department's use of technology to streamline processes for staff and program participants. In Fiscal Year 2020 the Parks, Recreation and Cultural Arts Department completed an upgrade to our existing Recreation Management Software (RecTrac), which included the ability to complete online registrations for various activities including youth sports, swim lessons, special event vendor registrations, and ticket sales. This online system will improve customer service for the Department, while at the same time allowing staff to still effectively manage the increasing recreational demands of the Town.

In Fiscal Year 2021 the system will be fully implemented and most of our programs will be available for online registration. This implementation is a component of the Town of Davie's 2019-2023 Strategic Plan. In Fiscal Year 2021, we also will be deploying iPads to administrative and field staff for electronic real-time reporting and note taking that can be captured and easily sent via e-mail. Due to the COVID-19 pandemic, the ability to be operationally flexible has never been more apparent. The purchase of three additional laptop set-ups will allow all our Recreation Coordinators remote access capabilities. This will be beneficial particularly during times of natural disasters and temporary departmental closures.

Pine Island Fitness Center

Another major initiative for Fiscal Year 2021 will be the continued facility improvements at the Pine Island Aquatic and Fitness Center. Replacement of the fitness center floor will be completed throughout the entire facility, which includes the leg room, strength training and cardio rooms. In addition, we will enter into a new leasing agreement to ensure that our cardiovascular equipment will be maintained in a state-of-the-art condition, with upgrades on a continual basis throughout the lease program. The initial phase of this project will focus on cardio equipment and units with electrical components. These pieces of equipment currently require additional maintenance and repairs costs, which are reduced through the leasing alternative. Even with the previously discussed initiatives, the Department is forecasting an overall reduction of revenue in Fiscal Year 2021 of approximately $75,500 based on previous fiscal year trends and anticipated impacts due to COVID-19.

With patron safety continuing to be at the forefront of all Town related activities, the Parks, Recreation and Cultural Arts Department will be completing an improved emergency management plan for events at the Bergeron Rodeo Grounds Arena. This also is a component of the Town of Davie's 2019-2023 Strategic Plan. The Department has collaborated with the Davie Police Department during the Request for Proposals (RFP) process for security guard services, which will be implemented in Fiscal Year 2021. Davie Police and our Special Events Division will work cohesively with the contracted security company to ensure a consistent level of safety protocol and emergency planning at both Town sponsored and privately run events. This new program enhances public safety for both residents and visitors who attend the events.

Staff training and development also is a continued focus of this year's budget and is reflected in the strategic plan. The goal is to provide staff with training and continued educational opportunities on new program, recreational, and leisure service trends on an annual basis.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Parks, Recreation & Cultural Arts Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training
- Increase number of Recreation Division programs (2 per year)
- Increase in annual youth sports registration
- Increase in Fitness Center Memberships

SP3 / Goal A: Provide diverse, safe, and sustainable public spaces
- Develop and implement approaches for increased event security

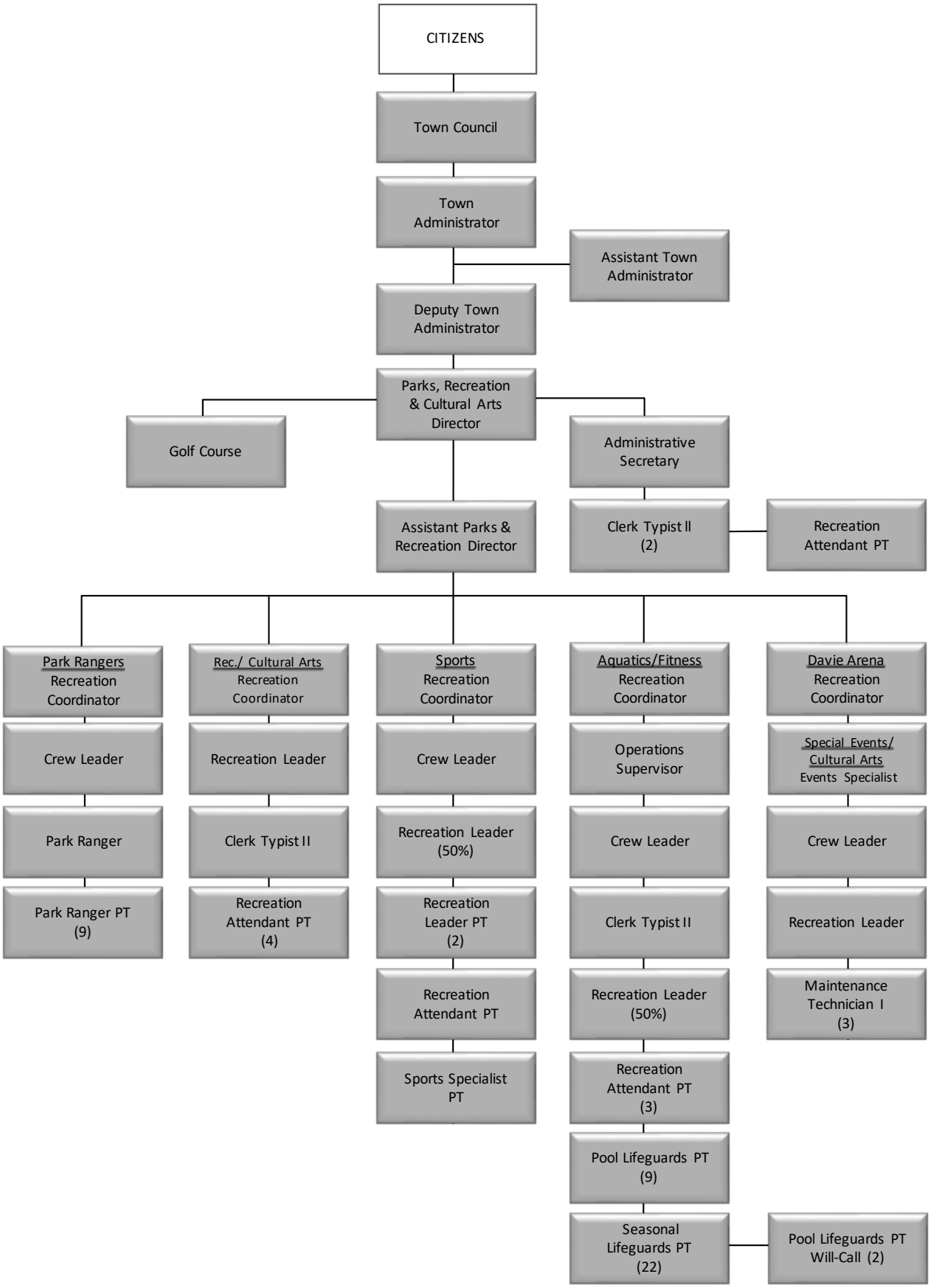
SP4 / Goal A: Leverage Technology to improve service delivery
- Upgrade current recreation management software and begin utilizing online registration

SP5 / Goal A: Foster a sense of safety in the community
- Increase of swim lesson participants

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a Percent of staff attending training and development sessions (FT)	75%	100%	75%	100%	**75%**
2a ♦ Increase number of Recreation Division virtual programs					**2**
2a ♦ Percentage increase in annual youth sports registrations					**3%**
2a ♦ Percentage increase in Fitness Center memberships					**5%**
3a Completion of an emergency action plan of events	50%	50%	75%	70%	**100%**
4a Percent of recreation registrations completed online	20%	0%	20%	2%	**20%**
5a ♦ Percentage increase in swim lesson participants					**5%**

✓ Goal Achieved
✘ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Parks, Recreation & Cultural Arts Department



Parks, Recreation & Cultural Arts Department

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Administrative Secretary	1	1	1	1	
Assistant Parks & Recreation Director	1	1	1	1	
Clerk Typist II	4	4	4	4	
Crew Leader	4	4	4	4	
Events Specialist	1	1	1	1	
Maintenance Tech I	3	3	3	3	
Operations Supervisor	0	0	1	1	
Park Ranger FT	1	1	1	1	
Park Ranger PT	9	9	9	9	
Parks, Recreation & Cultural Arts Director	1	1	1	1	
Pool Lifeguard, PT Regular	7	7	9	9	
Pool Lifeguard, PT Seasonal	18	18	18	18	
Pool Lifeguard, BBR PT Seasonal	4	4	4	4	
Pool Lifeguard, PT Will Call	0	2	2	2	
Recreation Attendant PT	9	9	9	9	
Recreation Coordinator	5	5	5	5	
Recreation Leader	4	4	3	3	
Recreation Leader PT	1	2	2	2	
Sports Specialist PT	1	0	1	1	
Total Budgeted Positions	**74**	**76**	**79**	**79**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Permits, Fees & Special Asmts	$25,366	$21,192	$28,000	$50,120	$22,120	79%
Charges for Services	$798,571	$787,782	$915,600	$853,000	($62,600)	-7%
Miscellaneous Revenues	$463,727	$352,125	$410,500	$378,500	($32,000)	-8%
Revenue Totals	**$1,287,664**	**$1,161,099**	**$1,354,100**	**$1,281,620**	**($72,480)**	**-5%**
Expenditures						
Personnel Services	$2,993,930	$2,739,970	$3,163,588	$3,373,973	$210,385	7%
Operating Expenditures	$1,645,591	$1,767,834	$2,099,795	$2,234,016	$134,221	6%
Capital Outlay	$59,700	$48,603	$122,475	$123,251	$776	1%
Grants and Aids	$1,130	$2,765	$25,000	$20,000	($5,000)	-20%
Expenditure Totals	**$4,700,351**	**$4,559,173**	**$5,410,858**	**$5,751,240**	**$340,382**	**6%**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$2,077,422	$1,893,142	$2,204,874	$1,639,799	$2,394,000
51202 - Salaries- Longevity	$15,188	$16,234	$16,625	$419	$15,250
51208 - Salaries- Service Awards	$925	$600	$1,375	$650	$2,325
51209 - Salaries- Auto Allowances	$4,877	$4,800	$5,200	$4,000	$4,800
51210 - Salaries- Phone Allowances	$3,450	$3,200	$4,680	$3,630	$4,680
51401 - Overtime	$34,855	$39,390	$64,500	$32,753	$60,000
52101 - FICA Taxes	$159,270	$145,333	$175,604	$127,184	$189,669
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$299,369	$252,567	$247,648	$202,059	$234,088
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$24,444	$18,958	$19,127	$16,155	$20,875
52301 - Life & Health Ins- Health	$327,174	$321,009	$368,125	$283,680	$387,360
52401 - Workers' Compensation	$46,956	$44,737	$55,830	$38,900	$60,926
Personnel Services Totals	**$2,993,930**	**$2,739,970**	**$3,163,588**	**$2,349,229**	**$3,373,973**
Operating Expenditures					
53103 - Prof Svc- Special Projects	$221,324	$209,544	$269,000	$187,579	$269,000
53401 - Other Svc- Contractual Services	$45,811	$50,202	$61,230	$26,611	$118,920
53411 - Other Svc- Contr Svc, Sports	$43,068	$45,500	$85,553	$21,035	$85,558
53413 - Other Svc- Arena Exp.	$58,063	$58,947	$41,000	$16,315	$0
53426 - Other Svc- Internal Charges IT	$193,592	$292,882	$274,614	$228,845	$333,304
53444 - Other Svc- Marketing Expenses	$22,260	$24,728	$30,000	$15,590	$35,000
53447 - Other Svc- Senior Program Donations	$630	$1,456	$1,500	$1,360	$0
53450 - Other Svc- Senior Programs	$18,369	$18,741	$20,000	$10,160	$21,500
54101 - Communications Services Expense	$26,390	$25,226	$30,658	$17,967	$43,742
54301 - Utility Services	$0	$0	$0	$0	$500
54302 - Utility Svc- Water & Sewer	$142,242	$157,722	$172,100	$106,184	$161,800
54303 - Utility Svc- Electric	$510,444	$492,932	$552,900	$300,484	$564,050
54401 - Rentals & Leases	$800	$800	$14,815	$9,808	$44,815
54601 - Repairs&Maint- Vehicle Usage	$98,424	$95,396	$114,720	$91,360	$104,544
54609 - Repairs&Maint- Parks Maint	$4,277	$6,283	$21,220	$5,654	$21,720
54613 - Repairs&Maint- Contractual Maint.	$0	$0	$5,000	$0	$10,000
54617 - Reprs&Maint- Dirctd Wrk/Non-Contrct	$12,542	$6,143	$20,000	$3,581	$15,000
54620 - Repairs&Maint- Wetland Maintenance	$0	$0	$46,550	$23,650	$46,550
54689 - Repairs&Maint- Parks Grnds Maint	$0	$0	$29,800	$8,315	$29,800
55101 - Office Supply Expenses	$29,532	$39,902	$44,500	$13,181	$45,100
55201 - Oper Sup- Uniforms	$7,769	$8,905	$11,975	$5,051	$12,575
55205 - Oper Sup- Parks & Rec Supplies	$77,412	$83,532	$73,730	$62,905	$85,730
55207 - Oper Sup- Athletic Programs	$90,513	$104,967	$118,470	$58,045	$118,470

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT EXPENDITURES SUMMARY (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
55209 - Oper Sup- Fuel	$22,488	$19,770	$29,900	$10,179	$25,800
55217 - Oper Sup- Community Theater	$11,597	$12,771	$13,000	$3,098	$13,000
55501 - Training- Training & Education	$8,045	$11,485	$17,560	$8,078	$27,538
Operating Expenditures Totals	**$1,645,591**	**$1,767,834**	**$2,099,795**	**$1,235,032**	**$2,234,016**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$47,023	$33,499	$66,000	$30,078	$79,500
56453 - Mach & Equip- Tech Equip & Maint.	$12,678	$15,105	$56,475	$66,168	$43,751
Capital Outlay Totals	**$59,700**	**$48,603**	**$122,475**	**$96,246**	**$123,251**
Grants and Aids					
58205 - Grants&Aids- Scholarship Exp.	$1,130	$2,765	$5,000	$0	$0
58206 - Grants&Aids- Sponsorships	$0	$0	$20,000	$20,000	$20,000
Grants and Aids Totals	**$1,130**	**$2,765**	**$25,000**	**$20,000**	**$20,000**
Department Grand Totals:	**$4,700,351**	**$4,559,173**	**$5,410,858**	**$3,700,507**	**$5,751,240**

Math Igler Park

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
GENERAL OPERATIONS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$381,556	$340,235	$351,340	$291,150	$379,825
51202 - Salaries- Longevity	$3,148	$2,500	$2,750	$0	$2,750
51208 - Salaries- Service Awards	$0	$100	$450	$100	$350
51209 - Salaries- Auto Allowances	$4,877	$4,800	$5,200	$4,000	$4,800
51210 - Salaries- Phone Allowances	$1,100	$1,050	$1,300	$1,000	$1,200
51401 - Overtime	$1,513	$3,617	$4,000	$372	$4,000
52101 - FICA Taxes	$29,093	$26,134	$27,831	$22,160	$29,973
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$91,662	$75,540	$66,226	$56,540	$65,817
52301 - Life & Health Ins- Health	$67,610	$65,140	$63,625	$50,570	$71,280
52401 - Workers' Compensation	$643	$619	$1,217	$909	$1,348
Personnel Services Totals	**$581,203**	**$519,735**	**$523,939**	**$426,801**	**$561,343**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$9,653	$18,291	$12,100	$5,855	$12,100
53411 - Other Svc- Contr Svc, Sports	$1,950	$600	$2,500	$770	$2,500
53426 - Other Svc- Internal Charges IT	$176,252	$266,210	$247,340	$206,117	$295,940
53444 - Other Svc- Marketing Expenses	$22,260	$24,728	$30,000	$15,590	$30,000
54101 - Communications Services Expense	$17,884	$17,082	$21,787	$11,988	$29,129
54302 - Utility Svc- Water & Sewer	$45,825	$68,150	$57,400	$36,140	$57,100
54303 - Utility Svc- Electric	$50,176	$58,568	$67,100	$31,157	$60,150
54601 - Repairs&Maint- Vehicle Usage	$73,624	$62,184	$76,884	$60,680	$67,812
54613 - Repairs&Maint- Contractual Maint.	$0	$0	$5,000	$0	$10,000
54617 - Reprs&Maint- Dirctd Wrk/Non-Contrct	$5,568	$2,381	$15,000	$2,321	$10,000
55101 - Office Supply Expenses	$5,440	$8,609	$8,600	$2,794	$9,200
55201 - Oper Sup- Uniforms	$79	$400	$500	$77	$500
55209 - Oper Sup- Fuel	$20,067	$18,301	$26,000	$9,670	$23,400
55501 - Training- Training & Education	$740	$2,945	$15,460	$7,230	$27,538
Operating Expenditures Totals	**$429,518**	**$548,451**	**$585,671**	**$390,391**	**$635,369**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$982	$1,000	$0	$0
56453 - Mach & Equip- Tech Equip & Maint.	$12,678	$15,105	$56,475	$66,168	$43,751
Capital Outlay Totals	**$12,678**	**$16,087**	**$57,475**	**$66,168**	**$43,751**
Division Subtotals:	**$1,023,398**	**$1,084,273**	**$1,167,085**	**$883,360**	**$1,240,463**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
SPORTS PROGRAMS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$199,509	$199,280	$252,692	$190,842	$271,229
51202 - Salaries- Longevity	$1,500	$2,500	$2,000	$0	$2,500
51208 - Salaries- Service Awards	$0	$500	$275	$0	$350
51210 - Salaries- Phone Allowances	$600	$600	$650	$620	$960
51401 - Overtime	$186	$881	$1,500	$1,013	$1,500
52101 - FICA Taxes	$15,139	$15,488	$19,625	$14,936	$21,089
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$35,707	$33,094	$32,810	$27,846	$32,697
52301 - Life & Health Ins- Health	$25,580	$22,975	$28,125	$21,611	$28,500
52401 - Workers' Compensation	$3,481	$3,890	$5,370	$4,043	$5,994
Personnel Services Totals	**$281,701**	**$279,208**	**$343,047**	**$260,910**	**$364,819**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$6,920	$4,862	$8,000	$1,310	$8,000
53411 - Other Svc- Contr Svc, Sports	$41,118	$44,900	$83,053	$20,265	$83,058
54302 - Utility Svc- Water & Sewer	$36,795	$23,399	$27,700	$19,122	$28,500
54303 - Utility Svc- Electric	$280,068	$242,980	$270,650	$145,227	$280,050
55101 - Office Supply Expenses	$3,151	$4,202	$5,500	$436	$5,500
55201 - Oper Sup- Uniforms	$775	$771	$1,000	$878	$1,000
55207 - Oper Sup- Athletic Programs	$90,513	$104,967	$118,470	$58,045	$118,470
55501 - Training- Training & Education	$0	$659	$100	$50	$0
Operating Expenditures Totals	**$459,340**	**$426,740**	**$514,473**	**$245,332**	**$524,578**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$8,956	$7,976	$6,000	$5,800	$6,000
Capital Outlay Totals	**$8,956**	**$7,976**	**$6,000**	**$5,800**	**$6,000**
Grants and Aids					
58205 - Grants&Aids- Scholarship Exp.	$1,130	$2,765	$5,000	$0	$0
Grants and Aids Totals	**$1,130**	**$2,765**	**$5,000**	**$0**	**$0**
Division Subtotals:	**$751,127**	**$716,689**	**$868,520**	**$512,042**	**$895,397**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
FITNESS PROGRAMS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$100,337	$84,447	$115,736	$86,970	$131,201
51202 - Salaries- Longevity	$1,108	$1,500	$1,500	$0	$1,500
51208 - Salaries- Service Awards	$125	$0	$0	$0	$175
51401 - Overtime	$3,648	$2,753	$4,500	$5,062	$6,000
52101 - FICA Taxes	$8,188	$6,716	$9,317	$7,184	$10,629
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$8,273	$5,557	$11,266	$10,546	$12,104
52301 - Life & Health Ins- Health	$9,310	$6,861	$16,875	$12,919	$17,100
52401 - Workers' Compensation	$3,723	$3,114	$3,076	$2,129	$3,459
Personnel Services Totals	**$134,712**	**$110,947**	**$162,270**	**$124,811**	**$182,168**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$6,156	$7,711	$10,000	$3,275	$8,000
54101 - Communications Services Expense	$3,982	$3,455	$3,600	$2,572	$5,320
54401 - Rentals & Leases	$0	$0	$0	$0	$30,000
55101 - Office Supply Expenses	$1,073	$1,516	$2,500	$442	$2,500
55201 - Oper Sup- Uniforms	$235	$600	$600	$0	$600
55205 - Oper Sup- Parks & Rec Supplies	$9,802	$9,553	$10,000	$9,356	$10,000
Operating Expenditures Totals	**$21,247**	**$22,835**	**$26,700**	**$15,646**	**$56,420**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$2,456	$0	$0	$0	$0
Capital Outlay Totals	**$2,456**	**$0**	**$0**	**$0**	**$0**
Division Subtotals:	**$158,415**	**$133,782**	**$188,970**	**$140,457**	**$238,588**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
AQUATICS PROGRAMS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$447,155	$422,976	$520,097	$300,854	$558,955
51202 - Salaries- Longevity	$1,109	$1,000	$1,000	$0	$1,000
51208 - Salaries- Service Awards	$50	$0	$550	$550	$0
51210 - Salaries- Phone Allowances	$600	$600	$1,430	$1,010	$1,320
51401 - Overtime	$9,008	$9,068	$12,000	$10,276	$12,000
52101 - FICA Taxes	$35,017	$33,134	$40,868	$24,049	$43,799
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$39,674	$37,194	$33,664	$29,151	$33,248
52301 - Life & Health Ins- Health	$27,120	$30,800	$33,750	$26,420	$47,760
52401 - Workers' Compensation	$13,656	$12,733	$17,057	$9,264	$18,406
Personnel Services Totals	**$573,389**	**$547,505**	**$660,416**	**$401,575**	**$716,488**
Operating Expenditures					
54302 - Utility Svc- Water & Sewer	$7,276	$14,922	$16,100	$11,759	$17,200
54303 - Utility Svc- Electric	$78,207	$76,485	$90,000	$60,582	$101,350
54609 - Repairs&Maint- Parks Maint	$0	$0	$13,770	$1,670	$13,770
55101 - Office Supply Expenses	$2,864	$3,814	$3,900	$2,749	$3,900
55201 - Oper Sup- Uniforms	$3,281	$3,105	$4,675	$2,357	$4,675
55205 - Oper Sup- Parks & Rec Supplies	$62,437	$63,658	$51,230	$45,243	$51,230
55501 - Training- Training & Education	$4,218	$3,984	$2,000	$797	$0
Operating Expenditures Totals	**$158,283**	**$165,969**	**$181,675**	**$125,157**	**$192,125**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$14,162	$7,572	$6,500	$5,271	$16,000
Capital Outlay Totals	**$14,162**	**$7,572**	**$6,500**	**$5,271**	**$16,000**
Division Subtotals:	**$745,833**	**$721,046**	**$848,591**	**$532,003**	**$924,613**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
SPECIAL EVENTS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$346,547	$313,817	$345,168	$289,629	$378,428
51202 - Salaries- Longevity	$3,683	$3,000	$3,000	$0	$3,000
51208 - Salaries- Service Awards	$350	$0	$0	$0	$500
51401 - Overtime	$3,953	$3,771	$9,000	$2,150	$9,000
52101 - FICA Taxes	$26,050	$23,302	$27,329	$22,014	$29,913
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$48,440	$46,136	$47,344	$29,584	$33,992
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$17,652	$12,035	$12,416	$10,718	$13,869
52301 - Life & Health Ins- Health	$91,060	$90,094	$105,250	$76,720	$100,080
52401 - Workers' Compensation	$8,045	$7,253	$8,313	$6,908	$9,168
Personnel Services Totals	**$545,781**	**$499,410**	**$557,820**	**$437,723**	**$577,950**
Operating Expenditures					
53103 - Prof Svc- Special Projects	$221,324	$209,544	$269,000	$187,579	$269,000
53401 - Other Svc- Contractual Services	$16,019	$15,895	$21,700	$14,062	$82,020
53413 - Other Svc- Arena Exp.	$58,063	$58,947	$41,000	$16,315	$0
53426 - Other Svc- Internal Charges IT	$17,340	$26,672	$27,274	$22,728	$37,364
53444 - Other Svc- Marketing Expenses	$0	$0	$0	$0	$5,000
54101 - Communications Services Expense	$1,106	$1,263	$1,671	$1,206	$5,693
54302 - Utility Svc- Water & Sewer	$11,778	$12,109	$15,900	$8,225	$13,700
54303 - Utility Svc- Electric	$34,606	$41,102	$46,750	$20,939	$36,600
54601 - Repairs&Maint- Vehicle Usage	$24,800	$33,212	$37,836	$30,680	$36,732
54617 - Reprs&Maint- Dirctd Wrk/Non-Contrct	$6,975	$3,763	$5,000	$1,260	$5,000
55101 - Office Supply Expenses	$12,320	$15,938	$16,500	$3,857	$16,500
55201 - Oper Sup- Uniforms	$994	$1,982	$2,500	$777	$2,500
55205 - Oper Sup- Parks & Rec Supplies	$0	$0	$0	$0	$11,000
55209 - Oper Sup- Fuel	$2,422	$1,468	$3,900	$509	$2,400
55501 - Training- Training & Education	$2,711	$3,537	$0	$0	$0
Operating Expenditures Totals	**$410,458**	**$425,431**	**$489,031**	**$308,138**	**$523,509**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$18,005	$2,685	$29,900	$0	$40,000
Capital Outlay Totals	**$18,005**	**$2,685**	**$29,900**	**$0**	**$40,000**
Grants and Aids					
58206 - Grants&Aids- Sponsorships	$0	$0	$20,000	$20,000	$20,000
Grants and Aids Totals	**$0**	**$0**	**$20,000**	**$20,000**	**$20,000**
Division Subtotals:	**$974,243**	**$927,526**	**$1,096,751**	**$765,861**	**$1,161,459**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
RECREATION/CULTURAL PROGRAMS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$245,438	$182,808	$225,838	$168,900	$246,412
51202 - Salaries- Longevity	$1,375	$2,359	$2,625	$0	$1,125
51208 - Salaries- Service Awards	$400	$0	$100	$0	$600
51210 - Salaries- Phone Allowances	$550	$350	$650	$500	$600
51401 - Overtime	$2,163	$3,881	$5,500	$2,651	$5,500
52101 - FICA Taxes	$18,639	$13,926	$17,913	$12,997	$19,411
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$44,328	$26,529	$30,411	$26,372	$30,042
52301 - Life & Health Ins- Health	$41,574	$37,880	$47,000	$37,120	$47,760
52401 - Workers' Compensation	$4,161	$4,035	$4,796	$3,278	$5,350
Personnel Services Totals	**$358,629**	**$271,768**	**$334,833**	**$251,817**	**$356,800**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$7,063	$3,443	$9,430	$2,109	$8,800
53447 - Other Svc- Senior Program Donations	$630	$1,456	$1,500	$1,360	$0
53450 - Other Svc- Senior Programs	$18,369	$18,741	$20,000	$10,160	$21,500
54101 - Communications Services Expense	$3,418	$3,426	$3,600	$2,200	$3,600
54301 - Utility Services	$0	$0	$0	$0	$500
54302 - Utility Svc- Water & Sewer	$25,588	$24,544	$39,600	$18,539	$26,900
54303 - Utility Svc- Electric	$44,881	$47,795	$49,950	$27,306	$49,450
54609 - Repairs&Maint- Parks Maint	$4,277	$6,283	$7,450	$3,984	$7,950
55101 - Office Supply Expenses	$2,511	$3,635	$4,500	$1,231	$4,500
55201 - Oper Sup- Uniforms	$672	$694	$700	$457	$800
55205 - Oper Sup- Parks & Rec Supplies	$1,739	$7,041	$8,000	$5,717	$8,000
55217 - Oper Sup- Community Theater	$11,597	$12,771	$13,000	$3,098	$13,000
55501 - Training- Training & Education	$192	$200	$0	$0	$0
Operating Expenditures Totals	**$120,936**	**$130,028**	**$157,730**	**$76,159**	**$145,000**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$14,283	$22,600	$19,007	$17,500
Capital Outlay Totals	**$0**	**$14,283**	**$22,600**	**$19,007**	**$17,500**
Division Subtotals:	**$479,565**	**$416,079**	**$515,163**	**$346,983**	**$519,300**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
PARK RANGER PROGRAM

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$356,881	$349,578	$394,003	$311,454	$427,950
51202 - Salaries- Longevity	$3,265	$3,375	$3,750	$419	$3,375
51208 - Salaries- Service Awards	$0	$0	$0	$0	$350
51210 - Salaries- Phone Allowances	$600	$600	$650	$500	$600
51401 - Overtime	$14,384	$15,420	$28,000	$11,228	$22,000
52101 - FICA Taxes	$27,144	$26,633	$32,721	$23,844	$34,855
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$31,284	$28,516	$25,927	$22,020	$26,188
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$6,792	$6,923	$6,711	$5,437	$7,006
52301 - Life & Health Ins- Health	$64,920	$67,260	$73,500	$58,320	$74,880
52401 - Workers' Compensation	$13,246	$13,093	$16,001	$12,370	$17,201
Personnel Services Totals	**$518,516**	**$511,397**	**$581,263**	**$445,592**	**$614,405**
Operating Expenditures					
54302 - Utility Svc- Water & Sewer	$14,980	$14,598	$15,400	$12,399	$18,400
54303 - Utility Svc- Electric	$22,506	$26,003	$28,450	$15,273	$36,450
54401 - Rentals & Leases	$800	$800	$1,300	$800	$1,300
55101 - Office Supply Expenses	$2,172	$2,188	$3,000	$1,671	$3,000
55201 - Oper Sup- Uniforms	$1,734	$1,352	$2,000	$504	$2,500
55205 - Oper Sup- Parks & Rec Supplies	$3,435	$3,280	$4,500	$2,589	$5,500
55501 - Training- Training & Education	$184	$160	$0	$0	$0
Operating Expenditures Totals	**$45,811**	**$48,380**	**$54,650**	**$33,236**	**$67,150**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$3,444	$0	$0	$0	$0
Capital Outlay Totals	**$3,444**	**$0**	**$0**	**$0**	**$0**
Division Subtotals:	**$567,770**	**$559,777**	**$635,913**	**$478,828**	**$681,555**

PARKS, RECREATION & CULTURAL ARTS DEPARTMENT
GOLF COURSE OPERATIONS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
54401 - Rentals & Leases	$0	$0	$13,515	$9,008	$13,515
54620 - Repairs&Maint- Wetland Maintenance	$0	$0	$46,550	$23,650	$46,550
54689 - Repairs&Maint- Parks Grnds Maint	$0	$0	$29,800	$8,315	$29,800
Operating Expenditures Totals	**$0**	**$0**	**$89,865**	**$40,973**	**$89,865**
Division Subtotals:	**$0**	**$0**	**$89,865**	**$40,973**	**$89,865**

Human Resources Department

Mission

The Human Resources Department's mission is to promote a qualified, productive, and diverse workforce, to provide employees with the tools, training, and knowledge that will motivate them to perform in the most effective and efficient manner, to inspire and encourage a high level of employee morale through recognition and effective communication, and to establish, administer and communicate sound policies and practices that treat every employee with dignity and equality while maintaining compliance with applicable law, policy, and regulations.

Department Description

The Human Resources Department is responsible for Town-wide activities in the following areas: employment and recruitment; employee benefits administration; employee health and wellness; employee development and training; labor and employee relations; legal compliance and litigation avoidance; and employee records management. The Department additionally provides risk management and safety programs, including Town-wide insurance coverage for workers' compensation as well as property and casualty coverage.

FY 2021 Budget Highlights, Projects and Major Changes

Service Awards Ceremony

As the Town navigated the impacts of the COVID-19 pandemic in Fiscal Year 2020, the Human Resources Department needed to quickly adapt and implement new leave and telecommuting policies, execute health and safety measures for Town employees, and develop ways to do business in a new fashion such as going paperless and conducting virtual orientations and other trainings. These changes will carry over into Fiscal Year 2021.

During the past year, the Town has experienced an unusually high year in medical claims. One claim alone reached over $1,000,000, which was fortunately covered by our excess carrier. However, with a high claims experience, rates will continue to escalate despite our goal of reducing such costs. We are projecting a 4% increase to medical premiums, an 11% increase to the excess insurance coverage, and a 5% increase in medical claims for Fiscal Year 2021. United Healthcare has increased its wellness dollars contribution to the Town from $25,000 to $50,000. With these funds, the Town will be revamping the wellness program.

The Human Resources Department will have no position changes for Fiscal Year 2021, however, a significant increase was added to the department's General Fund budget for firefighter promotional testing. The Town has secured a new professional testing company and will administer two exams.

The Risk Management Division has strategically set forth an initiative to reduce the amount of frequency and severity in workers' compensation, general liability, and auto liability claims. In Fiscal Year 2020, a reduction in the amount of general liability and auto liability claims have been reported. Overall, the loss run data indicates open claims have been reduced by 20%.

Employee Health Fair

With regards to the Town's insurance premiums for Fiscal Year 2021, there is an estimated industry rate increase of 10% expected for property and flood Insurance. The newly opened Fire Station 86 will be added to the policy with a combined building and content value of over $8 million. The decrease in reported claims will help reduce the Town's insurance premiums or help offset the expected increases in premiums. Risk Management also will procure for a third-party administrator for Florida Firefighter Cancer benefits to comply with statutory provisions. The Town will establish a self-insured fund to provide the required reimbursements of copays, deductibles, and coinsurances.

On the revenue side, the Risk Management Division aggressively seeks to recover funds through subrogation efforts, which has resulted in a significant increase in the Miscellaneous Fees revenue account. This account is primarily used to deposit payments received from claims made through the Town's insurance policies or claims against an at-fault third party. In Fiscal Year 2019, this revenue account increased by 58% from the previous fiscal year with a total of $113,890. Risk Management has also worked with the Utilities Department to successfully recover nearly $61,000 for claims involving water pipe breaks and damaged fire hydrants. Another year of increased revenue is projected for Fiscal Year 2021.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Human Resources Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

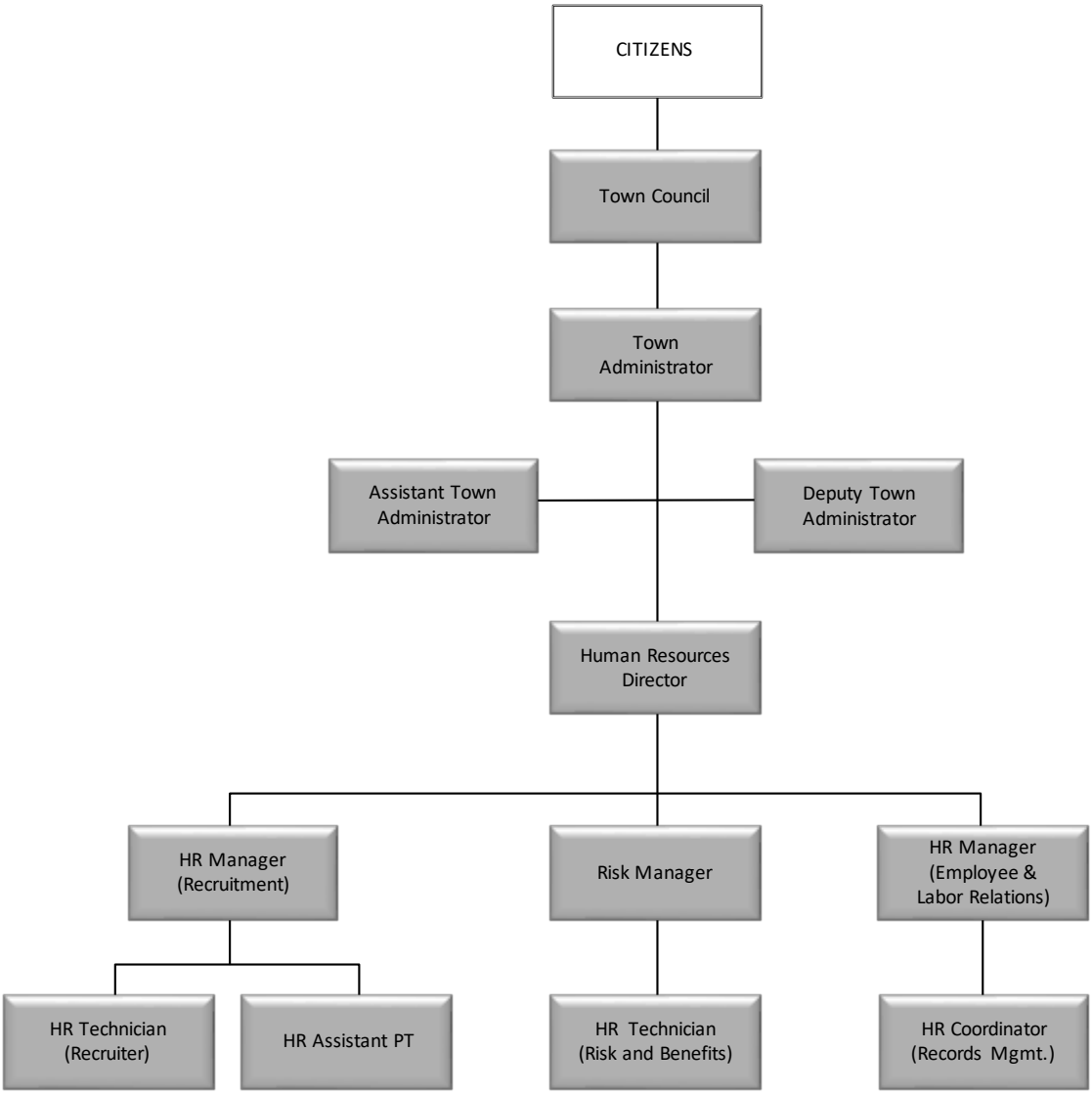
SP1 / Goal B: Foster a Positive Work Environment for All Town Employees
- Appoint a Safety Committee responsible for promoting an overall safety program that will keep frequency and severity of employee injuries to a minimum
- Develop & conduct training programs in the areas of equal employment opportunity compliance (EEO) & supervisory skills
- Improve the skills of the Human Resources (HR) team by creating individual development plans
- Develop and implement an Employee Wellness Initiative

SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

	Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
1b	Percent of new and existing employees that receive EEO training	100%	98%	100%	100%	**100%**
1b	Percent of employees participating in the Employee Wellness Initiative	50%	10%	50%	10%	**50%**
1b	Reduction in employee medical claims	2%	0%	2%	0%	**2%**
1b	Percent of reduction in key health care factors (i.e., heart disease, diabetes, obesity, etc.)	5%	0%	5%	0%	**5%**
2a ★	Percent of new and existing supervisors that receive Supervisory training	100%	98%	100%	★	**100%**
2a	Percent of staff attending training and development sessions			100%	100%	**100%**
	Accomplishments					
1b ✓	Reforming/Restructuring of the Town's Safety Committee	100%	100%	✓	✓	✓

✓ Goal Achieved
✖ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Human Resources Department



Human Resources Department

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
File Clerk PT	0	1	0	0	
Human Resources Assistant	2	0	0	0	
Human Resources Assistant PT	0	0	1	1	
Human Resources Coordinator	1	1	1	1	
Human Resources Director	1	1	1	1	
Human Resources Manager	3	2	2	2	
Human Resources Technician	0	2	2	2	
Risk Manager	1	1	1	1	
Total Budgeted Positions	**8**	**8**	**8**	**8**	**0**

Budget Summary

HUMAN RESOURCES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Expenditures						
Personnel Services	$624,602	$607,430	$697,784	$716,373	$18,589	3%
Operating Expenditures	$249,731	$269,734	$361,708	$374,177	$12,469	3%
Capital Outlay	$24,666	$33,267	$20,100	$24,610	$4,510	22%
Expenditure Totals	**$898,999**	**$910,431**	**$1,079,592**	**$1,115,160**	**$35,568**	**3%**

RISK MANAGEMENT

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Charges for Services	$71,913	$113,890	$50,000	$50,000	$0	0%
Revenue Totals	**$71,913**	**$113,890**	**$50,000**	**$50,000**	**$0**	**0%**
Expenditures						
Personnel Services	$32,444	$45,728	$47,851	$49,086	$1,235	3%
Operating Expenditures	$1,464,766	$1,259,444	$1,577,130	$1,708,370	$131,240	8%
Capital Outlay	$5,129	$0	$50,000	$50,000	$0	0%
Expenditure Totals	**$1,502,339**	**$1,305,172**	**$1,674,981**	**$1,807,456**	**$132,475**	**8%**

HUMAN RESOURCES DEPARTMENT
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$410,218	$405,163	$476,697	$329,494	$481,302
51202 - Salaries- Longevity	$0	$2,700	$2,700	$197	$1,700
51208 - Salaries- Service Awards	$0	$345	$350	$0	$100
51209 - Salaries- Auto Allowances	$3,360	$3,360	$3,640	$2,800	$3,360
51210 - Salaries- Phone Allowances	$2,564	$2,382	$2,639	$1,720	$2,196
51401 - Overtime	$0	$36	$948	$44	$964
52101 - FICA Taxes	$30,450	$29,665	$36,904	$24,323	$37,212
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$103,669	$88,512	$87,864	$63,999	$81,625
52301 - Life & Health Ins- Health	$73,605	$74,537	$85,275	$67,740	$107,136
52401 - Workers' Compensation	$736	$730	$767	$533	$778
Personnel Services Totals	**$624,602**	**$607,430**	**$697,784**	**$490,849**	**$716,373**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$106,666	$123,427	$157,000	$44,521	$157,000
53107 - Prof Svc- Other Professional Svcs	$52,855	$50,469	$95,000	$31,404	$113,500
53401 - Other Svc- Contractual Services	$10,811	$8,873	$14,800	$4,017	$14,800
53426 - Other Svc- Internal Charges IT	$55,541	$69,140	$64,618	$53,848	$59,374
54101 - Communications Services Expense	$4,415	$5,665	$6,395	$3,375	$2,788
54302 - Utility Svc- Water & Sewer	$192	$287	$500	$143	$400
55101 - Office Supply Expenses	$14,304	$7,652	$15,500	$4,937	$17,300
55501 - Training- Training & Education	$4,947	$4,221	$7,895	$2,179	$9,015
Operating Expenditures Totals	**$249,731**	**$269,734**	**$361,708**	**$144,425**	**$374,177**
Capital Outlay					
56453 - Mach & Equip- Tech Equip & Maint.	$24,666	$33,267	$20,100	$18,877	$24,610
Capital Outlay Totals	**$24,666**	**$33,267**	**$20,100**	**$18,877**	**$24,610**
Department Grand Totals:	**$898,999**	**$910,431**	**$1,079,592**	**$654,152**	**$1,115,160**

RISK MANAGEMENT DIVISION
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$21,444	$29,515	$31,133	$25,132	$32,414
51202 - Salaries- Longevity	$0	$100	$100	$0	$100
51208 - Salaries- Service Awards	$0	$35	$0	$0	$0
51209 - Salaries- Auto Allowances	$480	$480	$520	$400	$480
51210 - Salaries- Phone Allowances	$110	$180	$195	$150	$180
52101 - FICA Taxes	$1,581	$2,113	$2,408	$1,804	$2,515
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$5,323	$6,526	$6,094	$5,043	$5,856
52301 - Life & Health Ins- Health	$3,472	$6,726	$7,350	$5,832	$7,488
52401 - Workers' Compensation	$35	$53	$51	$40	$53
Personnel Services Totals	**$32,444**	**$45,728**	**$47,851**	**$38,402**	**$49,086**
Operating Expenditures					
53107 - Prof Svc- Other Professional Svcs	$0	$2,750	$7,500	$3,785	$9,000
54501 - Ins- Insurance Premiums	$1,327,398	$1,190,242	$1,421,500	$1,116,273	$1,546,000
54503 - Ins- Liability Claims	$78,734	$64,257	$80,000	$54,465	$80,000
54520 - Ins- Insurance Deductibles	$56,080	$0	$60,000	$0	$60,000
55101 - Office Supply Expenses	$1,902	$1,415	$2,500	$221	$2,500
55214 - Oper Sup- Other Supplies	$0	$0	$0	$0	$2,500
55501 - Training- Training & Education	$651	$780	$5,630	$1,175	$8,370
Operating Expenditures Totals	**$1,464,766**	**$1,259,444**	**$1,577,130**	**$1,175,919**	**$1,708,370**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$5,129	$0	$50,000	$43,635	$50,000
Capital Outlay Totals	**$5,129**	**$0**	**$50,000**	**$43,635**	**$50,000**
Division Grand Totals:	**$1,502,339**	**$1,305,172**	**$1,674,981**	**$1,257,956**	**$1,807,456**

Budget and Finance Department

Mission

The Budget and Finance Department strives to develop and implement strategies to effectively and efficiently manage the Town's financial resources and to provide accurate and timely financial information regarding the same to the public, Town Council, outside agencies and other Town staff accordingly.

Department Description

The Budget and Finance Department is responsible for the Town's finances and for providing a sound fiscal framework to support the Town's operational priorities. The Department accounts for all transactions in the organization by way of an adequate internal control system, which provides reasonable assurances the Town's assets are protected from loss or misuse and ensures the Town's financial position is accurately reflected.

FY 2021 Budget Highlights, Projects and Major Changes

With the arrival of the COVID-19 pandemic during Fiscal Year 2020, the Department implemented workplace changes to mitigate the effect to Department personnel and critically important departmental operations such as payroll, accounts payable, utilities customer service, and procurement. Since many of these impacts are expected to continue into Fiscal Year 2021, the focus of the Department will target projects to enhance the capability and efficiency of working remotely and towards a paperless workflow environment. For example, Budget and Finance was one of the first departments to embrace scanning documents as an archived resource. In Fiscal Year 2021, the Department will reorient that focus to roll out decentralized electronic workflows in place of centralized paper processes.

There is only one notable change in the Department's Fiscal Year 2021 Budget compared to Fiscal Year 2020. The Deputy Budget and Finance Director position has been eliminated following the employee's retirement during Fiscal Year 2020. In preparation for this retirement, Assistant Budget and Finance Director and Controller positions were previously added to the Department in Fiscal Year 2020.

The Department will place emphasis on again securing the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association, as well as the Award for Excellence in Public Procurement from the Association of Public Procurement Officials, Inc. These awards demonstrate the Department's continued commitment to all applicable rules, regulations and industry *Best Practices*. Additionally, the awards complement our strategic priorities of Excellence in Service Delivery and Customer Satisfaction.

The Department continues to work to improve its finance and reporting functions, and to train/assist other Departments with finance-related functions, such as payroll, purchasing and budget. In Fiscal Year 2021, there will be at least one training session scheduled for each function, but additional sessions will be added if needed.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Budget & Finance Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP1 / Goal A: Enhance Operational Efficiency
- Automated Clearing House (ACH) customer payment and utility billing implementation

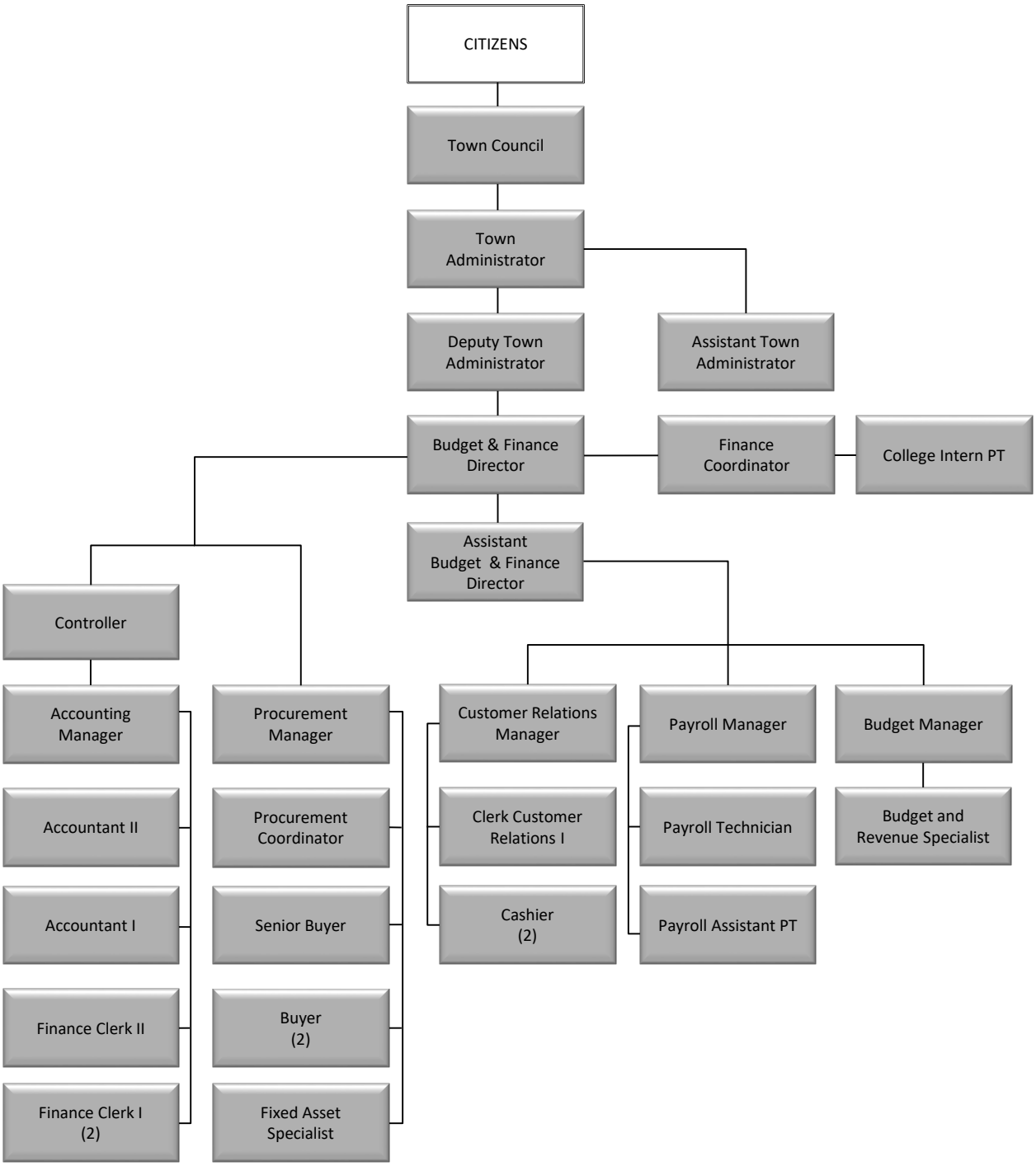
SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

SP2 / Goal B: Review & update Town Policies, Procedures & related documents
- Complete the procurement manual update

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
1a Increase number of Utility billing payments made online	17,000	22,344	19,000	27,732	**28,000**
1a Reduce water meter zero reads & estimates	12,000	9,764	12,000	20,441*	**16,000**
2a Percent of staff attending training and development sessions	100%	100%	100%	50%	**100%**
2b Train applicable Town staff on procurement updates/changes	100%	100%	100%	100%	**100%**

✓ Goal Achieved
✘ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19
* Number is unusually high because currently replacing all meters

Budget & Finance Department



Budget & Finance Department

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Accountant I	1	1	1	1	
Accountant II	1	1	1	1	
Accounting Manager	2	2	1	1	
Assistant Budget & Finance Director	0	0	1	1	
Budget & Finance Director	1	1	1	1	
Budget & Revenue Specialist	1	1	1	1	
Budget Manager	1	1	1	1	
Buyer	3	3	2	2	
Cashier/Receptionist	2	2	2	2	
Clerk Customer Relations I	1	1	1	1	
College Intern PT	1	1	1	1	
Controller	0	0	1	1	
Customer Relations Manager	0	0	1	1	
Customer Relations Supervisor	1	1	0	0	
Deputy Budget & Finance Dir.	1	1	1	0	-1
Finance Clerk I	2	2	2	2	
Finance Clerk II	1	1	1	1	
Finance Coordinator	1	1	1	1	
Fixed Asset Specialist	1	1	1	1	
Payroll Assistant PT	1	1	1	1	
Payroll Manager	0	0	1	1	
Payroll Supervisor	1	1	0	0	
Payroll Technician	1	1	1	1	
Procurement Coordinator	1	1	1	1	
Procurement Manager	1	1	1	1	
Senior Buyer	0	0	1	1	
Total Budgeted Positions	**26**	**26**	**27**	**26**	**-1**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Charges for Services	$182,096	$76,415	$75,000	$60,000	($15,000)	-20%
Revenue Totals	**$182,096**	**$76,415**	**$75,000**	**$60,000**	**($15,000)**	**-20%**
Expenditures						
Personnel Services	$2,128,998	$2,098,256	$2,462,369	$2,327,092	($135,277)	-5%
Operating Expenditures	$219,794	$241,271	$299,421	$326,686	$27,265	9%
Capital Outlay	$650	$1,654	$23,375	$3,820	($19,555)	-84%
Expenditure Totals	**$2,349,442**	**$2,341,181**	**$2,785,165**	**$2,657,598**	**($127,567)**	**-5%**

BUDGET & FINANCE DEPARTMENT
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$1,401,690	$1,406,381	$1,654,102	$1,285,836	$1,607,735
51202 - Salaries- Longevity	$7,750	$11,543	$11,000	$1,331	$10,000
51208 - Salaries- Service Awards	$550	$250	$950	$950	$1,750
51209 - Salaries- Auto Allowances	$4,800	$4,800	$5,200	$4,000	$4,800
51210 - Salaries- Phone Allowances	$3,000	$3,000	$4,730	$3,400	$4,320
51401 - Overtime	$358	$578	$2,000	$1,165	$2,000
52101 - FICA Taxes	$102,351	$102,518	$125,167	$94,781	$122,185
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$331,339	$290,055	$301,488	$240,117	$269,315
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$5,735	$5,759	$5,861	$5,104	$6,583
52301 - Life & Health Ins- Health	$268,902	$270,910	$349,210	$236,500	$295,800
52401 - Workers' Compensation	$2,523	$2,462	$2,661	$2,079	$2,604
Personnel Services Totals	**$2,128,998**	**$2,098,256**	**$2,462,369**	**$1,875,263**	**$2,327,092**
Operating Expenditures					
53107 - Prof Svc- Other Professional Svcs	$0	$0	$10,000	$0	$10,000
53401 - Other Svc- Contractual Services	$0	$0	$15,000	$6,084	$15,000
53405 - Other Svc- Legal Advertising	$1,603	$1,603	$2,000	$0	$2,000
53426 - Other Svc- Internal Charges IT	$179,550	$200,038	$214,979	$179,149	$235,244
54101 - Communications Services Expense	$13,092	$14,156	$18,408	$9,440	$11,658
54302 - Utility Svc- Water & Sewer	$616	$924	$1,400	$440	$1,300
54401 - Rentals & Leases	$3,473	$3,485	$5,004	$2,131	$7,434
55101 - Office Supply Expenses	$11,452	$12,147	$16,630	$7,766	$20,720
55501 - Training- Training & Education	$10,008	$8,919	$16,000	$4,524	$23,330
Operating Expenditures Totals	**$219,794**	**$241,271**	**$299,421**	**$209,534**	**$326,686**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$14,000	$484	$0
56453 - Mach & Equip- Tech Equip & Maint.	$650	$1,654	$9,375	$4,805	$3,820
Capital Outlay Totals	**$650**	**$1,654**	**$23,375**	**$5,289**	**$3,820**
Department Grand Totals:	**$2,349,442**	**$2,341,181**	**$2,785,165**	**$2,090,086**	**$2,657,598**

Town Clerk's Office

Mission

The Town of Davie Town Clerk's Office mission is to ensure the preservation of records and the transparency and integrity of the democratic process. The Town Clerk's Office is committed to preserving the public trust through ethical practices and good governance for our citizens, elected officials, and Town staff.

Department Description

In accordance with the Town of Davie Town Charter and Florida Statutes, the Town Clerk administers records for the Town of Davie municipal corporation. The Town Clerk's Office is responsible for preparing Town Council meeting agendas, giving notice of public meetings, and maintaining an accurate record of all proceedings. In addition, the Town Clerk serves as the financial disclosure coordinator for the Florida Commission on Ethics; ethics training coordinator for the Broward Office of the Inspector General; serves as the records management liaison for the Florida Department of State; attends bond validations; and maintains custody of Town records including agreements, contracts, ordinances, and resolutions and other legal documents as adopted by the Town Council. The Town Clerk codifies ordinances and resolutions, administers and supervises municipal elections, special elections, including those for elected officials, advisory boards, charter amendments, and Town referenda. The Town Clerk serves as the secretary to the Charter Review Committee and the District Boundaries Review Committee.

The Town Clerk's Office records and maintains Town Council meeting minutes, legislation, lobbyist registration, meeting schedules, and attendance records of all Town boards and committees. Additionally, the Town Clerk's Office registers all lobbyists and maintains the lobbyist database. The office verifies lien information on water and sewer agreements, lot clearing, special assessments, code violations, unsafe structures, and unpaid utility balances.

FY 2021 Budget Highlights, Projects and Major Changes

During Fiscal Year 2021, the Town Clerk's Office will coordinate a referendum election with the Broward County Supervisor of Elections. The referendum represents Charter Amendment questions which will be placed on the November 3, 2020 General Election ballot.

Town Council Chambers

As we enter Fiscal Year 2021, the Town Clerk's Office continues to focus on management of on-site and off-site records. The long-term goal is to create a paperless environment through a platform used by all departments and divisions. Electronic records and training of records liaisons will continue to take place as we develop repositories by department and division.

To facilitate records accessibility, during this fiscal year, the Town Clerk's Office will complete the scanning of all records located in the vault. During this transition, staff also will continue organizing Community Redevelopment Agency records to ensure compliance with proper retention and destruction schedules and easy and accessible repository of the Agency's records.

In Fiscal Year 2021, we will continue to focus on the Americans with Disabilities Act (ADA) transition plan to incorporate accommodations to the Town's website, Town facilities, roads, and public rights-of-way. The Town Clerk serves as the Town's ADA Coordinator and will coordinate the preparation of bid specification documents for the ADA Transition Plan that encompass the Town's website, programs, services, facilities, roadways, rights-of-way, and infrastructure compliance.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Town Clerk's Office

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP1 / Goal C: Develop a systematic approach by partnering with other departments to increase the level of services to maximize customer satisfaction

- Provide additional agenda support to departments during the agenda item creation phase to ensure cohesiveness of the final work product for public review (Town Council and CRA agenda posted electronically 1 week before meeting)
- Coordinate timely production of public records request

SP2 / Goal A: Provide First-class Public Safety Services

- Conduct annual staff development and training

SP2 / Goal C: Develop services that meet the needs & demands of citizens by providing technological capabilities to ensure accessibility of online services

- Destruction of records in accordance to legal mandates within the retention schedule time frame

SP3 / Goal B: Develop a comprehensive plan that incorporates the Town's rich history and natural settings while promoting sustainability through document preservation and respect for diversity by policy procedure

- Preservation of historical documents through a multipronged approach (scan permanent onsite and offsite records, destroy records that have met retention, implement daily scan and shred policy)
- Creation of ADA Transition Plan to incorporate changes to make adequate accommodations online, facilities, and roads and public rights-of-way

SP5 / Goal C: Complete a Comprehensive Review of roadways

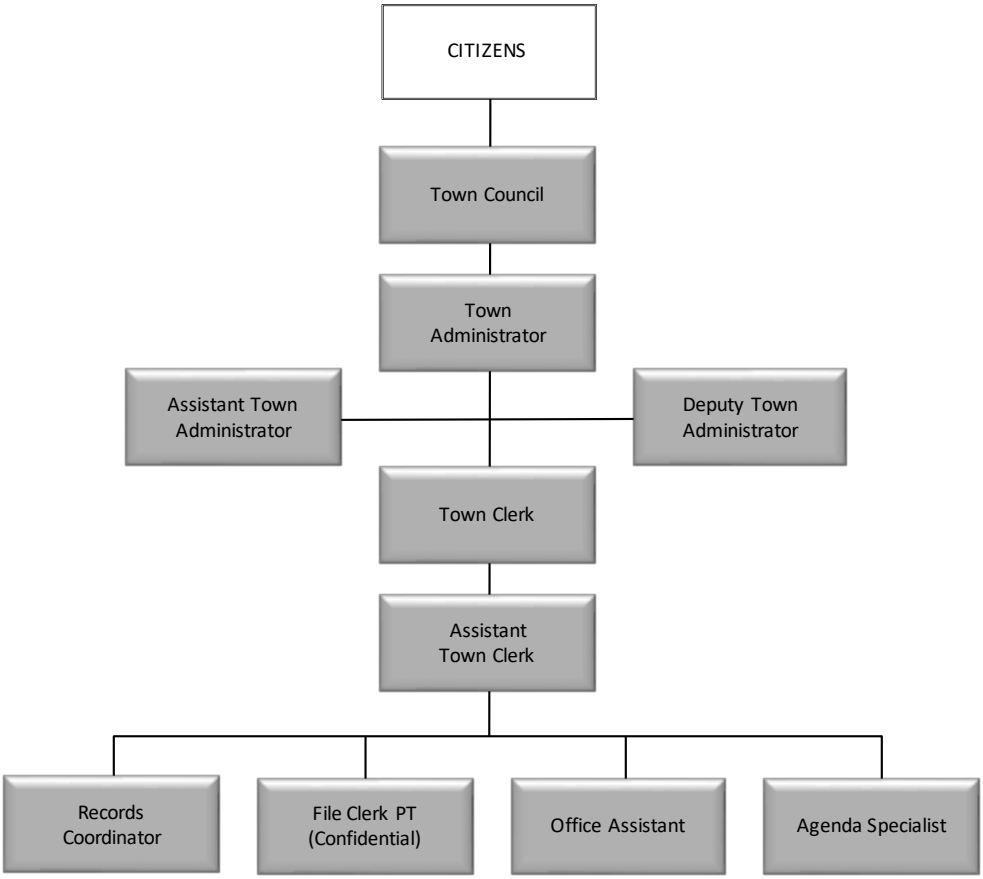
- Ensure citizens have access to information on programs and services provided by the Town and other organizations throughout the community for special accommodations

	Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
1c	Percent of agenda items created or revised for departments per meeting	0%	25%	0%	10%	**0%**
1c	Percent of records produced within 24 to 72 hours by departments	100%	80%	100%	75%	**85%**
1c	Percent of Town council agenda posted electronically 1 week before the meeting			100%	100%	**100%**
1c	Percent of CRA agenda posted electronically 1 week before the meeting			100%	100%	**100%**

Key Performance Indicators		FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a	Percent of staff attending training and development sessions	75%	40%	75%	25%	**75%**
2c	Number of hours staff spends producing public records request	200	948	180	1088	**200**
3b	Number of policies/procedures implemented per year	4	9	6	3	**6**
3b	Percent of scanned permanent records (i.e. resolutions, ordinances, minutes, etc.)			100%	60%	**100%**
3b	Percent of records eligible for destruction that have been destroyed			100%	100%	**100%**
5c	Percent of citizens and organizations requesting ADA information	0%	1%	0%	1%	**0%**
5c	Percent of ADA compliant facilities, programs, and services	75%	25%	65%	25%	**65%**
5c	Number of ADA complaints processed	0	1	0	0	**0**
5c	Percent of transition plan completion	15%	3%	15%	3%	**15%**
Accomplishments						
2c ✓	Number of hours staff spends manually processing lobbyist registrations (i.e. emailing renewal notices, processing lobbyist applications and payments, updating spreadsheet and updating activity log)	30	58	✓	✓	✓
2c ✓	Number of hours staff spends manually processing liens (i.e. emailing Building Division open/expired permits, Code Enforcement & Utilities)	300	1,136	✓	✓	✓
2c ✓	Percent of departments in compliance with Florida Retention Schedule (destroying records that have met retention)	100%	100%	✓	✓	✓

✓ Goal Achieved
✖ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Town Clerk's Office



Town Clerk's Office

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Agenda Specialist	1	1	1	1	
Assistant Town Clerk	0	0	1	1	
Deputy Town Clerk	1	1	0	0	
File Clerk (Confidential) PT	0	0	1	1	
Office Assistant	1	1	1	1	
Records Coordinator	1	1	1	1	
Town Clerk	1	1	1	1	
Total Budgeted Positions	**5**	**5**	**6**	**6**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Charges for Services	$358,875	$342,245	$330,000	$330,000	$0	0%
Revenue Totals	**$358,875**	**$342,245**	**$330,000**	**$330,000**	**$0**	**0%**
Expenditures						
Personnel Services	$489,422	$494,224	$546,039	$567,714	$21,675	4%
Operating Expenditures	$115,461	$135,504	$185,335	$223,822	$38,487	21%
Capital Outlay	$0	$0	$28,450	$29,050	$600	2%
Expenditure Totals	**$604,882**	**$629,728**	**$759,824**	**$820,586**	**$60,762**	**8%**

TOWN CLERK'S OFFICE
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$308,676	$320,972	$365,045	$277,383	$381,582
51202 - Salaries- Longevity	$500	$1,750	$1,750	$0	$1,500
51208 - Salaries- Service Awards	$100	$350	$0	$0	$100
51209 - Salaries- Auto Allowances	$4,800	$4,800	$5,200	$4,000	$4,800
51210 - Salaries- Phone Allowances	$1,200	$1,200	$1,300	$950	$600
51401 - Overtime	$0	$0	$0	$0	$5,000
52101 - FICA Taxes	$22,958	$24,267	$28,462	$21,179	$30,069
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$77,735	$70,635	$67,696	$55,347	$66,159
52301 - Life & Health Ins- Health	$72,900	$69,676	$76,000	$59,060	$77,280
52401 - Workers' Compensation	$553	$574	$586	$447	$624
Personnel Services Totals	**$489,422**	**$494,224**	**$546,039**	**$418,366**	**$567,714**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$25,677	$17,880	$60,400	$15,231	$60,400
53402 - Other Svc- Election Expense	$3,878	$16,060	$12,500	$1,173	$45,000
53405 - Other Svc- Legal Advertising	$18,259	$31,339	$30,000	$23,471	$35,000
53426 - Other Svc- Internal Charges IT	$38,033	$42,302	$45,520	$37,933	$47,944
54101 - Communications Services Expense	$3,150	$3,707	$4,700	$2,190	$3,363
54302 - Utility Svc- Water & Sewer	$123	$185	$300	$86	$300
55101 - Office Supply Expenses	$12,979	$14,041	$15,100	$3,445	$15,000
55213 - Oper Sup- Code Supplements	$11,332	$6,635	$12,000	$5,863	$12,000
55501 - Training- Training & Education	$2,030	$3,356	$4,815	$409	$4,815
Operating Expenditures Totals	**$115,461**	**$135,504**	**$185,335**	**$89,800**	**$223,822**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$2,000	$0	$0
56453 - Mach & Equip- Tech Equip & Maint.	$0	$0	$26,450	$16,640	$29,050
Capital Outlay Totals	**$0**	**$0**	**$28,450**	**$16,640**	**$29,050**
Department Grand Totals:	**$604,882**	**$629,728**	**$759,824**	**$524,806**	**$820,586**

Community Services Division

Mission

The Community Services Division provides a holistic approach to neighborhood revitalization, housing assistance, and community development projects that build or expand infrastructure; upgrade public facilities; upgrade the existing housing stock; expand homeownership opportunities and affordable rental housing; and promote economic development that will enhance the tax base as well as the health, wealth and safety of a geographic designated area.

Department Description

The Community Services Division manages the Town's Federal and State housing and community development grant programs, the community shuttle program, and the Neighborhood Service Center. Through the Neighborhood Service Center, the Division functions as an information hub for residents in need of access to local social service agencies.

FY 2021 Budget Highlights, Projects and Major Changes

Neighborhood Service Center

During Fiscal Year 2020, the Community Services Division was awarded funding for COVID-19 response programs through the Federal Government's CARES Act. Two allocations were awarded and the estimated balance of both awards are budgeted for Fiscal Year 2021.

In Fiscal Year 2021, the Community Services Division will administer a $404,285 allocation from the CARES Act made available through the Community Development Block Grant (CDBG). The Division will utilize these funds, known as CDBG-CV, to assist Davie residents impacted by the COVID-19 pandemic through a rental assistance program, as well as through a subrecipient agreement with a local non-profit to fund a food distribution program and additional case management services. The Division also will assist residents that have been negatively impacted by the COVID-19 pandemic and are struggling to pay housing expenses, such as rent and mortgage payments, utilizing the $405,000 allocation of CARES Act funding received through Florida's Coronavirus Relief Fund (CRF).

The State Housing Initiatives Partnership (SHIP) allocation for Fiscal Year 2021 was vetoed, resulting in zero funding in the SHIP Program for Fiscal Year 2021. However, the Division anticipates receiving additional funds in the Town's Affordable Housing Trust fund during the year. These funds will be utilized to increase affordable housing opportunities in Davie. As a result, the Division will continue its efforts to make its grant applications available online in order to facilitate the process for residents while adhering to funding source requirements.

Lastly, the Florida Department of Transportation (FDOT) awarded the Town a $25,000 grant as part of a public transportation agreement for the administration of the South Florida Education Center (SFEC) bus route. The Division will administer this grant in Fiscal Year 2021, as well as funding from the Broward County Transportation Surtax for our community buses.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Community Services Division

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP1 / Goal A: Enhance Operational Efficiency
- Implement a Grants Management Program

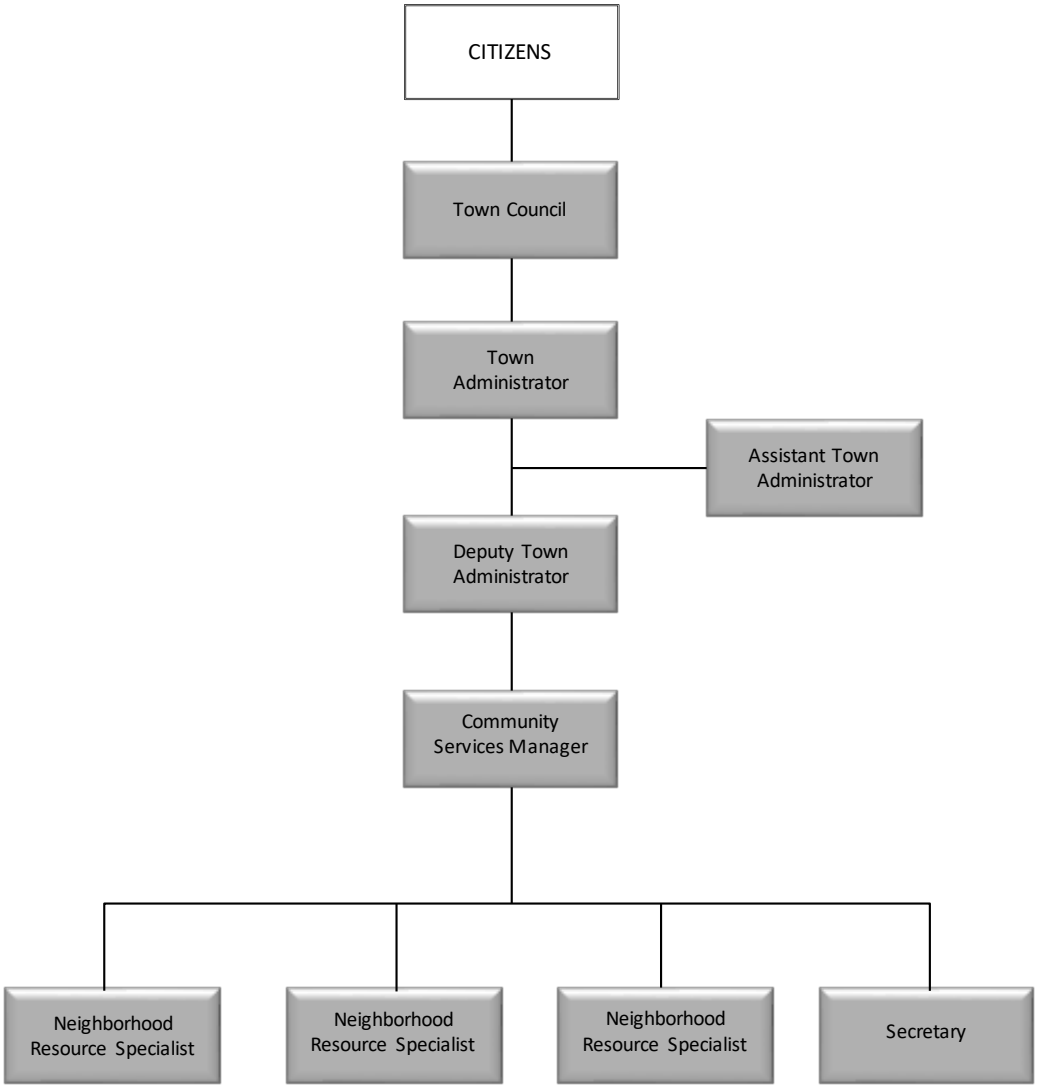
SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

SP4 / Goal A: Leverage Technology to improve service delivery
- Enhance automation and provide new application management tools

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
1a Creation of grants management reporting system	30%	50%	100%	50%	**100%**
2a Percent of staff attending training and development sessions	50%	100%	100%	100%	**100%**
4a Percent of time a community outreach/improvement program application is completed online and reviewed in less than seven days	0%	0%	25%	50%	**75%**

✓ Goal Achieved
✖ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Community Services Division



Community Services Division

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Community Services Manager	1	1	1	1	
Neighborhood Resource Specialist	2	2	3	3	
Secretary	1	1	1	1	
Total Budgeted Positions	**4**	**4**	**5**	**5**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Intergovernmental	$0	$0	$0	$25,000	$25,000	*
Charges for Services	$0	$5,839	$0	$0	$0	*
Revenue Totals	**$0**	**$5,839**	**$0**	**$25,000**	**$25,000**	*
Expenditures						
Personnel Services	$153,286	$160,068	$293,063	$187,804	($105,259)	-36%
Operating Expenditures	$63,466	$62,993	$87,008	$111,025	$24,017	28%
Capital Outlay	$0	$21,203	$3,000	$1,050	($1,950)	-65%
Expenditure Totals	**$216,752**	**$244,264**	**$383,071**	**$299,879**	**($83,192)**	**-22%**

COMMUNITY SERVICES DIVISION
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Personnel Services					
51201 - Salaries- Regular	$94,769	$102,719	$169,388	$111,057	$112,070
51202 - Salaries- Longevity	$0	$150	$150	$0	$1,000
51208 - Salaries- Service Awards	$0	$0	$0	$0	$350
51210 - Salaries- Phone Allowances	$60	$364	$800	$575	$416
51401 - Overtime	$0	$11	$1,202	$474	$946
52101 - FICA Taxes	$6,975	$7,834	$13,066	$8,323	$8,754
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$22,718	$22,038	$32,713	$21,749	$20,261
52301 - Life & Health Ins- Health	$28,601	$26,772	$75,469	$30,579	$43,822
52401 - Workers' Compensation	$164	$182	$275	$178	$185
Personnel Services Totals	**$153,286**	**$160,068**	**$293,063**	**$172,935**	**$187,804**
Operating Expenditures					
53426 - Other Svc- Internal Charges IT	$38,713	$35,358	$35,322	$29,435	$45,898
53445 - Other Svc- Contr. Svc, Progrm Income Expnse	$0	$0	$0	$0	$24,935
54101 - Communications Services Expense	$4,541	$5,830	$18,060	$4,122	$6,180
54302 - Utility Svc- Water & Sewer	$811	$1,327	$1,100	$966	$1,600
54303 - Utility Svc- Electric	$4,467	$4,690	$5,050	$3,136	$4,700
54401 - Rentals & Leases	$2,758	$2,076	$2,688	$912	$2,688
54601 - Repairs&Maint- Vehicle Usage	$0	$0	$7,320	$0	$7,464
54605 - Repairs&Maint- Building Maint Int	$10,242	$8,616	$9,468	$4,528	$9,360
54617 - Repairs&Maint- Dirctd Work/Non-Contrct	$0	$0	$500	$0	$500
55101 - Office Supply Expenses	$1,933	$5,096	$7,000	$2,645	$7,300
55209 - Oper Sup- Fuel	$0	$0	$500	$0	$400
Operating Expenditures Totals	**$63,466**	**$62,993**	**$87,008**	**$45,744**	**$111,025**
Capital Outlay					
56453 - Mach & Equip- Tech Equip & Maint.	$0	$0	$3,000	$2,953	$1,050
56480 - Mach & Equip- Grants Expense	$0	$21,203	$0	$0	$0
Capital Outlay Totals	**$0**	**$21,203**	**$3,000**	**$2,953**	**$1,050**
Division Grand Totals:	**$216,752**	**$244,264**	**$383,071**	**$221,632**	**$299,879**

DEBT SERVICE
EXPENDITURES SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 001 General Fund					
Operating Expenditures					
57100 - Principal Payments	$4,652,927	$3,767,616	$3,138,268	$3,138,268	$2,200,000
57200 - Interest Payments	$765,625	$640,768	$515,405	$515,403	$439,411
Operating Expenditures Totals	**$5,418,552**	**$4,408,384**	**$3,653,673**	**$3,653,671**	**$2,639,411**
Department Grand Totals:	**$5,418,552**	**$4,408,384**	**$3,653,673**	**$3,653,671**	**$2,639,411**

NON DEPARTMENTAL
EXPENDITURES SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Personnel Services					
52207 - Ret. Contr- DB Plan Excess Benefit Pymnts	$0	$0	$0	$0	$6,100
52215 - Ret. Contr- Pension Expense Offset	$0	$0	($375,000)	$0	($375,000)
Personnel Services Totals	**$0**	**$0**	**($375,000)**	**$0**	**($368,900)**
Operating Expenditures					
53110 - Prof Svc- Investment Advisory Fees	$44,535	$45,592	$48,000	$23,418	$48,000
53114 - Prof Svc- Bank Service Fees	$40,268	$38,110	$48,000	$33,112	$45,000
53401 - Other Svc- Contractual Services	$24,048	$133,666	$152,000	$84,794	$226,222
53427 - Other Svc- Contingency	$114,454	$371,606	$1,781,000	$78,432	$1,386,000
53441 - Other Svc- Solid Waste Contract	$413,576	$229,456	$0	$0	$0
54906 - Other Cur Chg - Emergency Response	$7,609,663	$7,440	$0	$480,532	$300,000
54907 - Other Cur Chg- Emer. Response, Private Rds	$1,674,269	$0	$0	$0	$0
55208 - Oper Sup- Emerg. Preparedness	$0	$41,500	$3,000	$50,292	$5,000
55501 - Training- Training & Education	$5,530	$2,925	$10,000	$10,849	$20,000
Operating Expenditures Totals	**$9,926,343**	**$870,294**	**$2,042,000**	**$761,430**	**$2,030,222**
Other Uses					
59103 - Intragov Trans- Transfer to Cap Proj. Fund	$5,998,829	$15,044,444	$3,707,900	$4,323,801	$1,744,000
59108 - Intragov Trans- Transfer to Veh Maint. Fnd	$40,500	$231,898	$284,100	$0	$40,000
59110 - Intergov Trans- Transfer to CRA Fund	$1,832,395	$2,120,392	$2,338,996	$2,337,376	$2,908,390
59901 - Other Uses- Unres/Undes Fund Balance	$0	$0	$1,274,669	$0	$1,005,000
59904 - Other Uses- Reserved for Building or Eng	$0	$0	$487,177	$0	$166,864
Other Uses Totals	**$7,871,724**	**$17,396,734**	**$8,092,842**	**$6,661,177**	**$5,864,254**
Department Grand Totals:	**$17,798,067**	**$18,267,028**	**$9,759,842**	**$7,422,607**	**$7,525,576**

COMMUNITY REDEVELOPMENT AGENCY FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Intergovernmental	$2,209,821	$2,413,049	$2,654,223	$3,103,700	$449,477	17%
Charges for Services	$72,546	$25,413	$0	$0	$0	*
Miscellaneous Revenues	$144,761	$60,149	$15,000	$10,000	($5,000)	-33%
Other Sources	$1,832,395	$2,120,392	$7,985,821	$9,118,211	$1,132,390	14%
Revenue Totals	**$4,259,523**	**$4,619,003**	**$10,655,044**	**$12,231,911**	**$1,576,867**	**15%**
Expenditures						
Personnel Services	$482,527	$303,579	$312,294	$343,160	$30,866	10%
Operating Expenditures	$937,534	$982,624	$1,385,744	$1,459,595	$73,851	5%
Capital Outlay	$11,735,520	$1,749,327	$6,506,260	$7,900,775	$1,394,515	21%
Debt Service	$1,714,232	$1,745,239	$1,737,782	$1,729,866	($7,916)	0%
Grants and Aids	$604,568	$453,218	$685,464	$798,515	$113,051	16%
Other Uses	$0	$0	$27,500	$0	($27,500)	-100%
Expenditure Totals	**$15,474,382**	**$5,233,986**	**$10,655,044**	**$12,231,911**	**$1,576,867**	**15%**
Net Surplus or (Deficit)	**($11,214,859)**	**($614,983)**	**$0**	**$0**	**$0**	

Main Street Lofts

Community Redevelopment Agency

Mission

The mission of the Davie Community Redevelopment Agency is to eliminate and prevent conditions of slum and blight, encourage affordable housing, encourage and facilitate projects that build or expand infrastructure, promote economic development to enhance the tax base as well as the health, wealth and safety of the redevelopment area, and to facilitate redevelopment activities by the private sector within the limits of the redevelopment area of the Town of Davie.

Department Description

The Davie Community Redevelopment Agency develops and administers programs, activities, and policies that assist in the creation of economically viable and sustainable neighborhoods and business districts.

University Pointe

The Community Redevelopment Agency (CRA) is a special purpose district of the Town of Davie, which strives to make the 1,104-acre redevelopment area a better place to live, work and play. The CRA is governed in terms of make-up, power and duties by Chapter 163 Part III of Florida Statutes. The CRA is comprised of a variety of residential neighborhoods, business districts and an industrial area. The CRA attempts to assist these various areas by providing and addressing geographic challenges by turning problems into opportunities.

The CRA has programs to assist residential neighborhoods by providing affordable housing and infrastructure, such as sidewalks, streetlights, water lines, sanitary sewers, storm sewers, streets and community buildings, within the redevelopment area. Programs are available to assist local businesses to make improvements to their property. Grant programs are also available to provide incentives to match funds invested by property owners in a new business or to expand their commercial business or industrial site. The CRA also funds projects to enhance the cultural and historic functions within the Town, such as the Old Davie School and the rodeo arena.

FY 2021 Budget Highlights, Projects and Major Changes

For Fiscal Year 2021, the Community Redevelopment Agency (CRA) revenues will grow significantly (15%) due to property value increases and new construction projects including University Pointe, Staybridge Suites and Therapeeds. For Fiscal Year 2022, the CRA anticipates that revenues due to property values will stagnate but that overall revenues will grow due to the completion of Zona Village. Therefore, the CRA operating budget will grow 15% as well, and additional funds will be utilized to introduce new business assistance programs due to the COVID-19 pandemic.

Projects and programs for the Fiscal Year 2021 Budget include:

- Small Business Development Program ($50,000)
  The Town and CRA will partner with the Florida Small Business Development Center (SBDC) at Florida Atlantic University to provide direct assistance to small businesses. The Florida Small Business Development Center (SBDC) Network is the State of Florida's principal providers of small business assistance. The SBDC provides one-on-one assistance to small businesses including: International Market Planning; Export Market Planning; Government Contracting; Strategic Planning; Strategic Marketing Planning; Access to Capital; Loan Proposal Development; Cash Flow Management; Leveraging Social Media; Websites Development; Feasibility Studies; and Targeted Market Research.

  The SBDC will provide a dedicated consultant who will deliver one-on-one consulting to local business owners in the areas of business management throughout their business life cycle. This consultant will be located in the Town of Davie and will serve as the liaison for the broader SBDC network.

  The CRA will provide one third of the program cost. The Town will provide the remaining funds.

- Wayfinding Signage ($105,000)
  This program will fund the replacement of wayfinding signage in the CRA area that has not been replaced in over a decade.

- Commercial Property Improvement Grants ($533,464)
  The Commercial Property Improvement Grant Program is the most popular CRA grant program whereby businesses restore, renovate, rehabilitate, or improve their building and/or property.

  - Main Street Courts - $100,000
  - Main Street Place - $100,000
  - General Grants - $333,464

- Development Incentives (included in developers' agreements) ($218,051)

  - Main Street Courts Impact Fees - $31,374
  - Main Street Place Impact Fees - $53,000
  - University Pointe - Tax Credits - $133,677

Finally, the CRA will fund $2.75 million from reserves towards the Davie Road Phase 3 improvement project. This project will also receive funding through the Broward County Transportation Surtax. The CRA will allocate the remainder of its fund balance (est. $3.37 million) towards land acquisition.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Community Redevelopment Agency

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

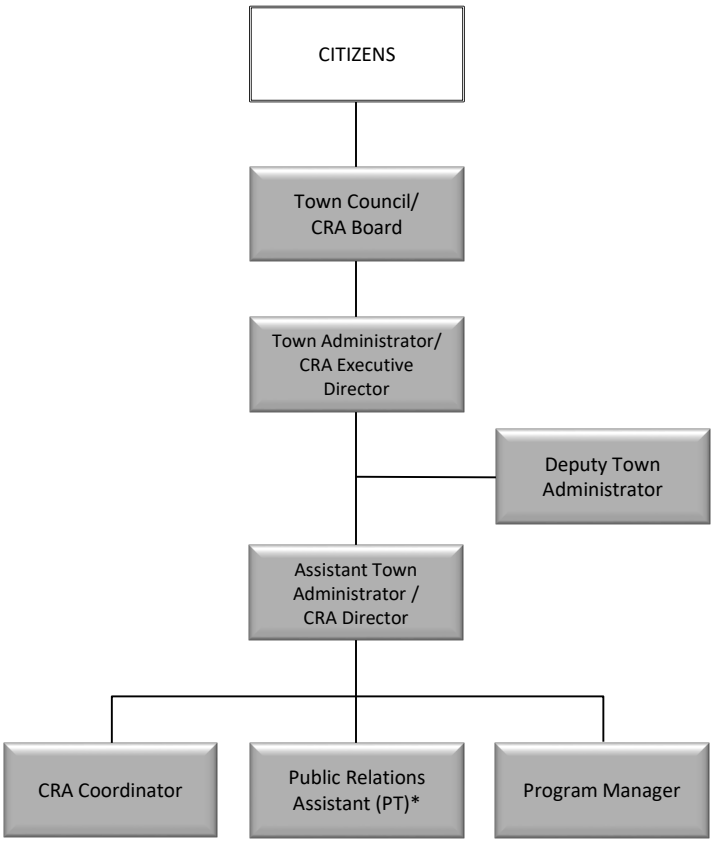
SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

SP5 / Goal B: Promote livable and sustainable communities
- Revise the redevelopment plan
- CRA outreach to Davie Road businesses
- Complete Davie Road Phase 3 roadway improvements

	Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a	Percent of staff attending training and development sessions	100%	25%	100%	25%	**100%**
5b	Completion of revised community-driven redevelopment plan	0%	40%	100%	40%	**100%**
5b	Complete planning and design of Davie Road Phase III	75%	75%	100%	75%	**100%**
5b	Bid out and award contract for Davie Road Phase III			100%	0%	**100%**
5b	Quarterly meetings with Davie Road businesses (Griffin Rd to SW 36 St)			100%	95%	**100%**
5b♦	Complete Davie Road Phase III Project (FY 2021)					**10%**

✓ Goal Achieved
✘ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Community Redevelopment Agency



* The Public Relations Assistant (PT) is shared with the Town of Davie Administration Department.

Community Redevelopment Agency Fund

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
CRA Director	1	0	0	0	
CRA Coordinator	0	0	1	1	
Program Manager	1	1	1	1	
Project Manager	1	1	0	0	
Secretary (Confidential)	1	1	0	0	
Total Budgeted Positions	**4**	**3**	**2**	**2**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Intergovernmental	$2,209,821	$2,413,049	$2,654,223	$3,103,700	$449,477	17%
Charges for Services	$72,546	$25,413	$0	$0	$0	*
Miscellaneous Revenues	$144,761	$60,149	$15,000	$10,000	($5,000)	-33%
Other Sources	$1,832,395	$2,120,392	$7,985,821	$9,118,211	$1,132,390	14%
Revenue Totals	**$4,259,523**	**$4,619,003**	**$10,655,044**	**$12,231,911**	**$1,576,867**	**15%**
Expenditures						
Personnel Services	$482,527	$303,579	$312,294	$343,160	$30,866	10%
Operating Expenditures	$937,534	$982,624	$1,385,744	$1,459,595	$73,851	5%
Capital Outlay	$11,735,520	$1,749,327	$6,506,260	$7,900,775	$1,394,515	21%
Debt Service	$1,714,232	$1,745,239	$1,737,782	$1,729,866	($7,916)	0%
Grants and Aids	$604,568	$453,218	$685,464	$798,515	$113,051	16%
Other Uses	$0	$0	$27,500	$0	($27,500)	-100%
Expenditure Totals	**$15,474,382**	**$5,233,986**	**$10,655,044**	**$12,231,911**	**$1,576,867**	**15%**

COMMUNITY REDEVELOPMENT AGENCY FUND
FUND SUMMARY

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 100 Community Redevelopment Agency					
Intergovernmental					
3381001 - CRA TIF Revenues	$2,209,821	$2,413,049	$2,654,223	$2,647,391	$3,103,700
Intergovernmental Totals	**$2,209,821**	**$2,413,049**	**$2,654,223**	**$2,647,391**	**$3,103,700**
Charges for Services					
3413000 - Misc Fees General Gov't	$72,546	$25,413	$0	$1,901	$0
Charges for Services Totals	**$72,546**	**$25,413**	**$0**	**$1,901**	**$0**
Miscellaneous Revenues					
3611001 - Interest on Investments	$161,299	$60,121	$15,000	$9,428	$10,000
3611020 - Investment Earnings	$0	$0	$0	$0	$0
3613000 - Net Appreciation in FV	$14,216	$6,968	$0	($2,619)	$0
3614021 - Gain/Loss on Sale of Investments	($30,754)	($6,940)	$0	($72)	$0
Miscellaneous Revenues Totals	**$144,761**	**$60,149**	**$15,000**	**$6,737**	**$10,000**
Other Sources					
3810100 - Interfund Transfers In	$1,832,395	$2,120,392	$2,338,996	$2,337,376	$2,908,390
3940100 - From CRA Reserves	$0	$0	$5,646,825	$0	$6,209,821
Other Sources Totals	**$1,832,395**	**$2,120,392**	**$7,985,821**	**$2,337,376**	**$9,118,211**
Revenue Totals:	**$4,259,523**	**$4,619,003**	**$10,655,044**	**$4,993,405**	**$12,231,911**

COMMUNITY REDEVELOPMENT AGENCY FUND
FUND SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 100 Community Redevelopment Agency					
Personnel Services					
51201 - Salaries- Regular	$327,720	$211,182	$226,111	$173,672	$242,321
51202 - Salaries- Longevity	$0	$1,250	$1,250	$0	$1,250
51208 - Salaries- Service Awards	$503	$500	$0	$0	$0
51209 - Salaries- Auto Allowances	$2,760	$1,200	$1,300	$1,000	$1,200
51210 - Salaries- Phone Allowances	$1,575	$700	$715	$345	$60
52101 - FICA Taxes	$24,756	$15,313	$16,749	$12,705	$18,014
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$79,246	$37,041	$32,542	$25,058	$32,623
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$1,511	$4,900	$5,201	$4,206	$5,271
52301 - Life & Health Ins- Health	$43,866	$31,120	$28,063	$21,151	$42,030
52401 - Workers' Compensation	$591	$374	$363	$280	$391
Personnel Services Totals	**$482,527**	**$303,579**	**$312,294**	**$238,418**	**$343,160**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$10,241	$11,348	$30,000	$9,442	$30,000
53103 - Prof Svc- Special Projects	$52,094	$49,032	$117,900	$7,834	$167,900
53107 - Prof Svc- Other Professional Svcs	$31,741	$46,109	$64,000	$7,820	$94,000
53110 - Prof Svc- Investment Advisory Fees	$4,831	$1,291	$1,500	$235	$0
53401 - Other Svc- Contractual Services	$95,543	$89,752	$181,760	$82,652	$214,400
53426 - Other Svc- Internal Charges IT	$14,540	$31,495	$17,863	$14,886	$18,832
53440 - Other Svc- Administrative Fees	$203,720	$250,185	$297,956	$248,297	$236,470
53444 - Other Svc- Marketing Expenses	$0	$0	$20,000	$0	$20,000
53449 - Other Svc- CRA Policing Program	$393,930	$383,985	$407,000	$92,575	$409,200
53454 - Other Svc- Enhanced Code Compliance	$48,406	$53,056	$58,975	$13,223	$62,424
53456 - Other Svc- Enhanced Community Maint.	$0	$0	$97,000	$0	$115,000
54101 - Communications Services Expense	$2,713	$3,034	$3,425	$1,693	$3,610
54302 - Utility Svc- Water & Sewer	$5,019	$4,518	$8,700	$4,183	$9,300
54303 - Utility Svc- Electric	$14,695	$16,474	$18,800	$11,171	$17,750
54401 - Rentals & Leases	$11,353	$9,600	$9,600	$8,800	$9,600
54501 - Ins- Insurance Premiums	$22,140	$12,306	$20,000	$16,001	$20,000
54601 - Repairs&Maint- Vehicle Usage	$7,104	$7,236	$7,320	$6,100	$7,464
54617 - Repairs&Maint- Directed Work/Non-Contract	$51	$95	$500	$42	$500
54906 - Other Cur Chg - Emergency Response	$2,450	$0	$0	$0	$0
55101 - Office Supply Expenses	$3,477	$3,512	$10,275	$1,473	$10,075
55209 - Oper Sup- Fuel	$682	$0	$500	$0	$400
55501 - Training- Training & Education	$12,804	$9,597	$12,670	$4,034	$12,670
Operating Expenditures Totals	**$937,534**	**$982,624**	**$1,385,744**	**$530,461**	**$1,459,595**

COMMUNITY REDEVELOPMENT AGENCY FUND
FUND SUMMARY (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 100 Community Redevelopment Agency					
Capital Outlay					
56103 - Land- Land Acquisition	$0	$0	$0	$0	$4,955,954
563000 - Infrast- SW 67 Ave Roadway Constr.	$818,100	$5,525	$77,715	$0	$0
563016 - Infrast- Davie Rd Downtown Improv.	$8,000	$119,132	$5,109,170	$86,990	$2,804,740
563018 - Infrast- Westside Infrast. & Rodeo Rdwys	$3,779,729	$18,913	$81,000	$7,611	$10,756
56383 - Infrast- CRA Phase II Eastside Infra.	$7,126,788	$1,605,371	$1,133,375	$20,048	$24,325
56408 - Mach & Equip- Capital Outlay	$0	$0	$105,000	$0	$105,000
56453 - Mach & Equip- Tech Equip & Maint.	$2,903	$386	$0	$0	$0
Capital Outlay Totals	**$11,735,520**	**$1,749,327**	**$6,506,260**	**$114,649**	**$7,900,775**
Debt Service					
57100 - Principal Payments	$1,374,743	$1,409,146	$1,443,775	$1,443,774	$1,480,544
57200 - Interest Payments	$339,489	$336,092	$294,007	$294,006	$249,322
Debt Service Totals	**$1,714,232**	**$1,745,239**	**$1,737,782**	**$1,737,780**	**$1,729,866**
Grants and Aids					
58206 - Grants&Aids- Sponsorships	$84,360	$42,000	$52,000	$10,000	$47,000
58207 - Grants&Aids- Property Improvmt Grants	$0	$200,000	$497,090	$0	$533,464
58208 - Grants&Aids- Development Incentives	$520,208	$211,218	$136,374	$0	$218,051
Grants and Aids Totals	**$604,568**	**$453,218**	**$685,464**	**$10,000**	**$798,515**
Other Uses					
59108 - Intragov Trans- Transfer to Veh Maint. Fd	$0	$0	$27,500	$0	$0
Other Uses Totals	**$0**	**$0**	**$27,500**	**$0**	**$0**
Expenditure Totals:	**$15,474,382**	**$5,233,986**	**$10,655,044**	**$2,631,308**	**$12,231,911**

COMMUNITY REDEVELOPMENT AGENCY FUND
CRA GENERAL OPERATIONS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 100 Community Redevelopment Agency					
Personnel Services					
51201 - Salaries- Regular	$327,720	$211,182	$226,111	$173,672	$242,321
51202 - Salaries- Longevity	$0	$1,250	$1,250	$0	$1,250
51208 - Salaries- Service Awards	$503	$500	$0	$0	$0
51209 - Salaries- Auto Allowances	$2,760	$1,200	$1,300	$1,000	$1,200
51210 - Salaries- Phone Allowances	$1,575	$700	$715	$345	$60
52101 - FICA Taxes	$24,756	$15,313	$16,749	$12,705	$18,014
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$79,246	$37,041	$32,542	$25,058	$32,623
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$1,511	$4,900	$5,201	$4,206	$5,271
52301 - Life & Health Ins- Health	$43,866	$31,120	$28,063	$21,151	$42,030
52401 - Workers' Compensation	$591	$374	$363	$280	$391
Personnel Services Totals	**$482,527**	**$303,579**	**$312,294**	**$238,418**	**$343,160**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$10,241	$11,348	$30,000	$9,442	$30,000
53103 - Prof Svc- Special Projects	$52,094	$49,032	$117,900	$7,834	$167,900
53107 - Prof Svc- Other Professional Svcs	$31,741	$46,109	$64,000	$7,820	$94,000
53110 - Prof Svc- Investment Advisory Fees	$4,831	$1,291	$1,500	$235	$0
53401 - Other Svc- Contractual Services	$95,543	$89,752	$181,760	$82,652	$214,400
53426 - Other Svc- Internal Charges IT	$14,540	$31,495	$17,863	$14,886	$18,832
53440 - Other Svc- Administrative Fees	$203,720	$250,185	$297,956	$248,297	$236,470
53444 - Other Svc- Marketing Expenses	$0	$0	$20,000	$0	$20,000
53449 - Other Svc- CRA Policing Program	$393,930	$383,985	$407,000	$92,575	$409,200
53454 - Other Svc- Enhanced Code Compliance	$48,406	$53,056	$58,975	$13,223	$62,424
53456 - Other Svc- Enhanced Community Maint.	$0	$0	$97,000	$0	$115,000
54101 - Communications Services Expense	$2,713	$3,034	$3,425	$1,693	$3,610
54302 - Utility Svc- Water & Sewer	$5,019	$4,518	$8,700	$4,183	$9,300
54303 - Utility Svc- Electric	$14,695	$16,474	$18,800	$11,171	$17,750
54401 - Rentals & Leases	$11,353	$9,600	$9,600	$8,800	$9,600
54501 - Ins- Insurance Premiums	$22,140	$12,306	$20,000	$16,001	$20,000
54601 - Repairs&Maint- Vehicle Usage	$7,104	$7,236	$7,320	$6,100	$7,464
54617 - Repairs&Maint- Directed Work/Non-Contract	$51	$95	$500	$42	$500
54906 - Other Cur Chg - Emergency Response	$2,450	$0	$0	$0	$0
55101 - Office Supply Expenses	$3,477	$3,512	$10,275	$1,473	$10,075
55209 - Oper Sup- Fuel	$682	$0	$500	$0	$400
55501 - Training- Training & Education	$12,804	$9,597	$12,670	$4,034	$12,670
Operating Expenditures Totals	**$937,534**	**$982,624**	**$1,385,744**	**$530,461**	**$1,459,595**

COMMUNITY REDEVELOPMENT AGENCY FUND
CRA GENERAL OPERATIONS (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 100 Community Redevelopment Agency					
Capital Outlay					
56103 - Land- Land Acquisition	$0	$0	$0	$0	$1,585,954
563016 - Infrast- Davie Rd Downtown Improv.	$0	$0	$754,435	$0	$0
56408 - Mach & Equip- Capital Outlay	$0	$0	$105,000	$0	$105,000
56453 - Mach & Equip- Tech Equip & Maint.	$2,903	$386	$0	$0	$0
Capital Outlay Totals	**$2,903**	**$386**	**$859,435**	**$0**	**$1,690,954**
Debt Service					
57100 - Principal Payments	$1,374,743	$1,409,146	$1,443,775	$1,443,774	$1,480,544
57200 - Interest Payments	$339,489	$336,092	$294,007	$294,006	$249,322
Debt Service Totals	**$1,714,232**	**$1,745,239**	**$1,737,782**	**$1,737,780**	**$1,729,866**
Grants and Aids					
58206 - Grants&Aids- Sponsorships	$84,360	$42,000	$52,000	$10,000	$47,000
58207 - Grants&Aids- Property Improvmt Grants	$0	$0	$497,090	$0	$533,464
58208 - Grants&Aids- Development Incentives	$200,000	$0	$136,374	$0	$218,051
Grants and Aids Totals	**$284,360**	**$42,000**	**$685,464**	**$10,000**	**$798,515**
Other Uses					
59108 - Intragov Trans- Transfer to Veh Maint. Fd	$0	$0	$27,500	$0	$0
Other Uses Totals	**$0**	**$0**	**$27,500**	**$0**	**$0**
Division Subtotals:	**$3,421,557**	**$3,073,828**	**$5,008,219**	**$2,516,659**	**$6,022,090**

COMMUNITY REDEVELOPMENT AGENCY FUND
BOND PROJECTS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Capital Outlay					
563000 - Infrast- SW 67 Ave Roadway Constr.	$814,260	$4,687	$0	$0	$0
563016 - Infrast- Davie Rd Downtown Improv.	$0	$15,184	$0	$0	$0
563018 - Infrast- Westside Infrast. & Rodeo Rdwys	$3,541,866	$1,019	$0	$0	$0
56383 - Infrast- CRA Phase II Eastside Infra.	$5,854,978	$1,083,266	$0	$0	$0
Capital Outlay Totals	**$10,211,104**	**$1,104,156**	**$0**	**$0**	**$0**
Division Subtotals:	**$10,211,104**	**$1,104,156**	**$0**	**$0**	**$0**

COMMUNITY REDEVELOPMENT AGENCY FUND
CRA RESERVES

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 100 Community Redevelopment Agency					
Capital Outlay					
56103 - Land- Land Acquisition	$0	$0	$0	$0	$3,370,000
563000 - Infrast- SW 67 Ave Roadway Constr.	$3,840	$838	$77,715	$0	$0
563016 - Infrast- Davie Rd Downtown Improv.	$8,000	$103,948	$4,354,735	$86,990	$2,804,740
563018 - Infrast- Westside Infrast. & Rodeo Roadways	$237,863	$17,894	$81,000	$7,611	$10,756
56383 - Infrast- CRA Phase II Eastside Infra.	$1,271,810	$522,105	$1,133,375	$20,048	$24,325
Capital Outlay Totals	**$1,521,513**	**$644,784**	**$5,646,825**	**$114,649**	**$6,209,821**
Grants and Aids					
58207 - Grants&Aids- Property Improvmt Grants	$0	$200,000	$0	$0	$0
58208 - Grants&Aids- Development Incentives	$320,208	$211,218	$0	$0	$0
Grants and Aids Totals	**$320,208**	**$411,218**	**$0**	**$0**	**$0**
Division Subtotals:	**$1,841,721**	**$1,056,002**	**$5,646,825**	**$114,649**	**$6,209,821**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Intergovernmental	$1,981,307	$884,925	$1,903,003	$3,191,971	$1,288,968	68%
Charges for Services	$700	$0	$0	$0	$0	*
Miscellaneous Revenues	$5,349	$11,521	$0	$0	$0	*
Revenue Totals	**$1,987,356**	**$896,445**	**$1,903,003**	**$3,191,971**	**$1,288,968**	**68%**
Expenditures						
Personnel Services	$150,255	$121,259	$129,171	$234,355	$105,184	81%
Operating Expenditures	$742,946	$542,204	$500,629	$631,075	$130,446	26%
Capital Outlay	$1,088,806	$212,365	$1,273,203	$1,787,347	$514,144	40%
Grants and Aids	$0	$0	$0	$539,194	$539,194	*
Expenditure Totals	**$1,982,007**	**$875,828**	**$1,903,003**	**$3,191,971**	**$1,288,968**	**68%**
Net Surplus or (Deficit)	**$5,349**	**$20,617**	**$0**	**$0**	**$0**	

Betty Booth Roberts Park Playground

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
FUND SUMMARY

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 110 Community Development Block Grant					
Intergovernmental					
3310100 - Federal Grants	$1,200,241	$332,648	$1,403,701	$48,819	$2,723,796
3340100 - State Grants	$781,066	$552,277	$499,302	$176,127	$468,175
Intergovernmental Totals	**$1,981,307**	**$884,925**	**$1,903,003**	**$224,946**	**$3,191,971**
Charges for Services					
3410063 - Program Income	$700	$0	$0	$0	$0
Charges for Services Totals	**$700**	**$0**	**$0**	**$0**	**$0**
Miscellaneous Revenues					
3611001 - Interest on Investments	$5,349	$11,521	$0	$0	$0
Miscellaneous Revenues Totals	**$5,349**	**$11,521**	**$0**	**$0**	**$0**
Revenue Totals:	**$1,987,356**	**$896,445**	**$1,903,003**	**$224,946**	**$3,191,971**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
FUND SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 110 Community Develop. Block Grant					
Personnel Services					
51201 - Salaries- Regular	$97,289	$79,079	$83,486	$68,286	$152,588
51202 - Salaries- Longevity	$0	$850	$850	$0	$0
51210 - Salaries- Phone Allowances	$540	$564	$631	$485	$904
51401 - Overtime	$0	$5	$198	$4	$655
52101 - FICA Taxes	$7,131	$5,731	$6,470	$4,976	$11,730
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$23,624	$17,108	$16,243	$13,313	$27,209
52301 - Life & Health Ins- Health	$21,501	$17,780	$21,157	$16,787	$41,020
52401 - Workers' Compensation	$170	$142	$136	$110	$249
Personnel Services Totals	**$150,255**	**$121,259**	**$129,171**	**$103,962**	**$234,355**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$728,386	$512,484	$486,302	$128,945	$626,675
53405 - Other Svc- Legal Advertising	$8,155	$4,739	$5,327	$0	$2,400
53434 - Other Svc- Fair Housing Education	$5,000	$2,500	$2,500	$0	$2,000
53445 - Other Svc- Contr. Svc, Progrm Income Expnse	$0	$20,564	$0	$0	$0
55101 - Office Supply Expenses	$317	$37	$0	$0	$0
55501 - Training- Training & Education	$1,089	$1,880	$6,500	$925	$0
Operating Expenditures Totals	**$742,946**	**$542,204**	**$500,629**	**$129,870**	**$631,075**
Capital Outlay					
56255 - Buildings- Purchase 4185 SW 64 Ave	$810,174	$0	$0	$0	$0
563058 - Infrast- Driftwood Park Renovations	$100,491	$119,052	$0	$0	$0
563084 - Infrast- BBR Park Improvements	$0	$0	$270,000	$2,500	$267,500
563085 - Infrast- Veterans Park Imprvmts	$0	$0	$130,000	$2,500	$127,500
56309 - Infrast- CDBG Projects	$178,141	$93,313	$873,203	$116,515	$870,748
563095 - Infrast- Boys & Girls Club Access Rd	$0	$0	$0	$0	$521,599
Capital Outlay Totals	**$1,088,806**	**$212,365**	**$1,273,203**	**$121,515**	**$1,787,347**
Grants and Aids					
58306 - Other Grants&Aids- Rent/Mortgage Asst	$0	$0	$0	$50,825	$539,194
Grants and Aids Totals	**$0**	**$0**	**$0**	**$50,825**	**$539,194**
Expenditure Totals:	**$1,982,007**	**$875,828**	**$1,903,003**	**$406,172**	**$3,191,971**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
CDBG PROGRAM

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 110 Community Develop. Block Grant					
Personnel Services					
51201 - Salaries- Regular	$63,254	$67,839	$75,287	$49,212	$86,652
51202 - Salaries- Longevity	$0	$750	$750	$0	$0
51210 - Salaries- Phone Allowances	$420	$490	$566	$365	$554
51401 - Overtime	$0	$3	$198	$4	$371
52101 - FICA Taxes	$4,598	$4,912	$5,834	$3,618	$6,660
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$15,598	$14,689	$14,647	$9,668	$15,458
52301 - Life & Health Ins- Health	$14,103	$15,200	$19,294	$11,781	$22,276
52401 - Workers' Compensation	$112	$122	$122	$80	$141
Personnel Services Totals	**$98,085**	**$104,005**	**$116,698**	**$74,728**	**$132,112**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$0	$0	$0	$17,100	$0
53405 - Other Svc- Legal Advertising	$6,970	$2,764	$4,800	$0	$2,400
53426 - Other Svc- Internal Charges IT	$0	$0	$0	$0	$0
53434 - Other Svc- Fair Housing Education	$5,000	$2,500	$2,500	$0	$2,000
55101 - Office Supply Expenses	$292	$37	$0	$0	$0
55501 - Training- Training & Education	$1,089	$1,880	$6,500	$925	$0
Operating Expenditures Totals	**$13,350**	**$7,181**	**$13,800**	**$18,025**	**$4,400**
Capital Outlay					
56255 - Buildings- Purchase 4185 SW 64 Ave	$810,174	$0	$0	$0	$0
563058 - Infrast- Driftwood Park Renovations	$100,491	$119,052	$0	$0	$0
563084 - Infrast- BBR Park Improvements	$0	$0	$270,000	$2,500	$267,500
563085 - Infrast- Veterans Park Imprvmts	$0	$0	$130,000	$2,500	$127,500
56309 - Infrast- CDBG Projects	$178,141	$93,313	$873,203	$116,515	$870,748
563095 - Infrast- Boys & Girls Club Access Rd	$0	$0	$0	$0	$521,599
Capital Outlay Totals	**$1,088,806**	**$212,365**	**$1,273,203**	**$121,515**	**$1,787,347**
Division Subtotals:	**$1,200,241**	**$323,551**	**$1,403,701**	**$214,268**	**$1,923,859**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
CARES ACT/CDBG

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 110 Community Develop. Block Grant					
Personnel Services					
51201 - Salaries- Regular	$0	$0	$0	$0	$47,674
51210 - Salaries- Phone Allowances	$0	$0	$0	$0	$282
51401 - Overtime	$0	$0	$0	$0	$284
52101 - FICA Taxes	$0	$0	$0	$0	$3,670
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$0	$0	$0	$0	$8,515
52301 - Life & Health Ins- Health	$0	$0	$0	$0	$14,706
52401 - Workers' Compensation	$0	$0	$0	$0	$78
Personnel Services Totals	**$0**	**$0**	**$0**	**$0**	**$75,209**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$0	$0	$0	$0	$154,000
Operating Expenditures Totals	**$0**	**$0**	**$0**	**$0**	**$154,000**
Grants and Aids					
58306 - Other Grants&Aids- Rent/Mortgage Asst	$0	$0	$0	$50,825	$173,428
Grants and Aids Totals	**$0**	**$0**	**$0**	**$50,825**	**$173,428**
Division Subtotals:	**$0**	**$0**	**$0**	**$50,825**	**$402,637**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
SHIP PROGRAM

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Personnel Services					
51201 - Salaries- Regular	$34,036	$11,240	$8,199	$19,074	$0
51202 - Salaries- Longevity	$0	$100	$100	$0	$0
51210 - Salaries- Phone Allowances	$120	$74	$65	$120	$0
51401 - Overtime	$0	$1	$0	$0	$0
52101 - FICA Taxes	$2,532	$819	$636	$1,359	$0
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$8,026	$2,419	$1,596	$3,644	$0
52301 - Life & Health Ins- Health	$7,397	$2,580	$1,863	$5,006	$0
52401 - Workers' Compensation	$58	$20	$14	$30	$0
Personnel Services Totals	**$52,170**	**$17,254**	**$12,473**	**$29,234**	**$0**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
SHIP PROGRAM (cont.)

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 110 Community Develop. Block Grant					
Operating Expenditures					
53401 - Other Svc- Contractual Services	$728,386	$512,484	$486,302	$111,845	$468,175
53405 - Other Svc- Legal Advertising	$1,185	$1,975	$527	$0	$0
53445 - Other Svc- Contr. Svc, Program Income Expen	$0	$20,564	$0	$0	$0
55101 - Office Supply Expenses	$25	$0	$0	$0	$0
Operating Expenditures Totals	**$729,596**	**$535,023**	**$486,829**	**$111,845**	**$468,175**
Division Subtotals:	**$781,766**	**$552,277**	**$499,302**	**$141,078**	**$468,175**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
CARES ACT/CRF PROGRAM

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Personnel Services					
51201 - Salaries- Regular	$0	$0	$0	$0	$18,262
51210 - Salaries- Phone Allowances	$0	$0	$0	$0	$68
52101 - FICA Taxes	$0	$0	$0	$0	$1,400
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$0	$0	$0	$0	$3,236
52301 - Life & Health Ins- Health	$0	$0	$0	$0	$4,038
52401 - Workers' Compensation	$0	$0	$0	$0	$30
Personnel Services Totals	**$0**	**$0**	**$0**	**$0**	**$27,034**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$0	$0	$0	$0	$4,500
Operating Expenditures Totals	**$0**	**$0**	**$0**	**$0**	**$4,500**
Grants and Aids					
58306 - Other Grants&Aids- Rent/Mortgage Asst	$0	$0	$0	$0	$365,766
Grants and Aids Totals	**$0**	**$0**	**$0**	**$0**	**$365,766**
Division Subtotals:	**$0**	**$0**	**$0**	**$0**	**$397,300**

PARKS & OPEN SPACE IMPACT FEES FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Permits, Fees & Special Assessments	$495,311	$234,228	$100,000	$75,000	($25,000)	-25%
Other Sources	$0	$0	$1,341,292	$652,800	($688,492)	-51%
Revenue Totals	**$495,311**	**$234,228**	**$1,441,292**	**$727,800**	**($713,492)**	**-50%**
Expenditures						
Operating Expenditures	$2,694	$50,419	$73,235	$54,100	($19,135)	-26%
Capital Outlay	$1,115,468	$285,390	$1,268,057	$598,700	($669,357)	-53%
Other Uses	$0	$0	$100,000	$75,000	($25,000)	-25%
Expenditure Totals	**$1,118,162**	**$335,809**	**$1,441,292**	**$727,800**	**($713,492)**	**-50%**
Net Surplus or (Deficit)	**($622,851)**	**($101,581)**	**$0**	**$0**	**$0**	

Joy Yoder Equestrian Park

PARKS & OPEN SPACE IMPACT FEES FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 120 Parks & Open Space Impact Fees					
Permits, Fees and Special Assessments					
3246110 - Park & O/S Impact Fees	$495,311	$234,228	$100,000	$92,064	$75,000
Permits, Fees and Special Assessments Totals	**$495,311**	**$234,228**	**$100,000**	**$92,064**	**$75,000**
Other Sources					
3940120 - From Impact Fee Reserves	$0	$0	$1,341,292	$0	$652,800
Other Sources Totals	**$0**	**$0**	**$1,341,292**	**$0**	**$652,800**
Revenue Totals:	**$495,311**	**$234,228**	**$1,441,292**	**$92,064**	**$727,800**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 120 Parks & Open Space Impact Fees					
Operating Expenditures					
53135 - Prof Svc- Trail System Master Plan	$2,694	$50,419	$21,235	$18,491	$9,400
55218 - Oper Sup- Parks & Rec Software	$0	$0	$52,000	$24,744	$44,700
Operating Expenditures Totals	**$2,694**	**$50,419**	**$73,235**	**$43,236**	**$54,100**
Capital Outlay					
56249 - Buildings- Rodeo Grounds/Arena Upgrades	$0	$130,276	$57,444	$6,243	$48,700
563001 - Infrast- Shenandoah Park	$36,037	$19,794	$178,180	$42,417	$88,200
563033 - Infrast- PI Park Turf Fields	$1,077,530	$0	$56,398	$0	$0
563089 - Infrast- Peaceful Ridge Dog Park	$0	$0	$51,000	$27,551	$0
56321 - Infrast- Van Kirk Site Imp/Davie Wetlnds Prk	$0	$64,076	$886,780	$10,970	$461,800
564046 - Mach & Equip- Spec Proj Enclosed Trailer	$1,900	$0	$0	$0	$0
564071 - Mach & Equip- Passenger Bus	$0	$71,245	$20,755	$0	$0
56445 - Mach & Equip- Impact Fee Expenses	$0	$0	$17,500	$0	$0
Capital Outlay Totals	**$1,115,468**	**$285,390**	**$1,268,057**	**$87,180**	**$598,700**
Other Uses					
59905 - Other Uses- Impact Fee Reserve	$0	$0	$100,000	$0	$75,000
Other Uses Totals	**$0**	**$0**	**$100,000**	**$0**	**$75,000**
Expenditure Totals:	**$1,118,162**	**$335,809**	**$1,441,292**	**$130,416**	**$727,800**

FIRE IMPACT FEES FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Permits, Fees & Special Assessments	$283,121	$601,728	$100,000	$50,000	($50,000)	-50%
Other Sources	$0	$0	$136,988	$3,719	($133,269)	-97%
Revenue Totals	**$283,121**	**$601,728**	**$236,988**	**$53,719**	**($183,269)**	**-77%**
Expenditures						
Capital Outlay	$461,496	$51,999	$136,988	$3,719	($133,269)	-97%
Other Uses	$34,000	$0	$100,000	$50,000	($50,000)	-50%
Expenditure Totals	**$495,496**	**$51,999**	**$236,988**	**$53,719**	**($183,269)**	**-77%**
Net Surplus or (Deficit)	**($212,375)**	**$549,729**	**$0**	**$0**	**$0**	

FIRE IMPACT FEES FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 130 Fire Impact Fees Fund					
Permits, Fees and Special Assessments					
3241110 - Fire Impact Fees	$283,121	$601,728	$100,000	$310,944	$50,000
Permits, Fees and Special Assessments Totals	**$283,121**	**$601,728**	**$100,000**	**$310,944**	**$50,000**
Other Sources					
3940120 - From Impact Fee Reserves	$0	$0	$136,988	$0	$3,719
Other Sources Totals	**$0**	**$0**	**$136,988**	**$0**	**$3,719**
Revenue Totals:	**$283,121**	**$601,728**	**$236,988**	**$310,944**	**$53,719**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 130 Fire Impact Fees Fund					
Capital Outlay					
56351 - Infrast- Fuel Island	$1,260	$0	$0	$0	$0
56445 - Mach & Equip- Impact Fee Expenses	$12,332	$21,000	$0	$0	$0
56464 - Mach & Equip- Fire Station Security	$447,904	$30,999	$136,988	$154,295	$3,719
Capital Outlay Totals	**$461,496**	**$51,999**	**$136,988**	**$154,295**	**$3,719**
Other Uses					
59108 - Intragov Trans- Transfer to Veh Maint. Fund	$34,000	$0	$0	$0	$0
59905 - Other Uses- Impact Fee Reserve	$0	$0	$100,000	$0	$50,000
Other Uses Totals	**$34,000**	**$0**	**$100,000**	**$0**	**$50,000**
Expenditure Totals:	**$495,496**	**$51,999**	**$236,988**	**$154,295**	**$53,719**

POLICE IMPACT FEES FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Permits, Fees & Special Assessments	$147,949	$548,792	$100,000	$50,000	($50,000)	-50%
Other Sources	$0	$0	$110,000	$331,997	$221,997	202%
Revenue Totals	**$147,949**	**$548,792**	**$210,000**	**$381,997**	**$171,997**	**82%**
Expenditures						
Capital Outlay	$102,224	$55,754	$110,000	$331,997	$221,997	202%
Other Uses	$121,500	$0	$100,000	$50,000	($50,000)	-50%
Expenditure Totals	**$223,724**	**$55,754**	**$210,000**	**$381,997**	**$171,997**	**82%**
Net Surplus or (Deficit)	**($75,774)**	**$493,038**	**$0**	**$0**	**$0**	

POLICE IMPACT FEES FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 140 Police Impact Fees Fund					
Permits, Fees and Special Assessments					
3241111 - Police Impact Fees	$147,949	$548,792	$100,000	$118,585	$50,000
Permits, Fees and Special Assessments Totals	**$147,949**	**$548,792**	**$100,000**	**$118,585**	**$50,000**
Other Sources					
3940120 - From Impact Fee Reserves	$0	$0	$110,000	$0	$331,997
Other Sources Totals	**$0**	**$0**	**$110,000**	**$0**	**$331,997**
Revenue Totals:	**$147,949**	**$548,792**	**$210,000**	**$118,585**	**$381,997**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 140 Police Impact Fees Fund					
Capital Outlay					
564088 - Mach & Equip- PD Chief's Conference Room	$0	$0	$40,000	$73,093	$1,907
564089 - Mach & Equip- PD Drone Project	$0	$27,348	$30,000	$2,578	$0
564105 - Mach & Equp-PD Rang Train/Tech Enhancmnt	$0	$0	$0	$0	$5,090
564106 - Mach & Equip- Comm Room Tech Imprvmnt	$0	$0	$0	$0	$150,000
564107 - Mach & Equip- License Plate Recog. Equip.	$0	$0	$0	$0	$125,000
56445 - Mach & Equip- Impact Fee Expenses	$102,224	$28,407	$40,000	$17,875	$50,000
Capital Outlay Totals	**$102,224**	**$55,754**	**$110,000**	**$93,546**	**$331,997**
Other Uses					
59108 - Intragov Trans- Transfer to Vehicle Maint. Fund	$121,500	$0	$0	$0	$0
59905 - Other Uses- Impact Fee Reserve	$0	$0	$100,000	$0	$50,000
Other Uses Totals	**$121,500**	**$0**	**$100,000**	**$0**	**$50,000**
Expenditure Totals:	**$223,724**	**$55,754**	**$210,000**	**$93,546**	**$381,997**

GENERAL GOVERNMENT IMPACT FEES FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Permits, Fees & Special Assessments	$125,900	$303,123	$75,000	$25,000	($50,000)	-67%
Other Sources	$0	$0	$486,147	$495,017	$8,870	2%
Revenue Totals	**$125,900**	**$303,123**	**$561,147**	**$520,017**	**($41,130)**	**-7%**
Expenditures						
Operating Expenditures	$0	$0	$56,000	$56,000	$0	0%
Capital Outlay	$53,474	$1,380	$430,147	$399,017	($31,130)	-7%
Other Uses	$0	$0	$75,000	$65,000	($10,000)	-13%
Expenditure Totals	**$53,474**	**$1,380**	**$561,147**	**$520,017**	**($41,130)**	**-7%**
Net Surplus or (Deficit)	**$72,426**	**$301,743**	**$0**	**$0**	**$0**	

Linear Park

GENERAL GOVERNMENT IMPACT FEES FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 150 General Gov't Impact Fees Fund					
Permits, Fees and Special Assessments					
3241112 - General Government Impact Fees	$125,900	$303,123	$75,000	$158,494	$25,000
Permits, Fees and Special Assessments Totals	**$125,900**	**$303,123**	**$75,000**	**$158,494**	**$25,000**
Other Sources					
3940120 - From Impact Fee Reserves	$0	$0	$486,147	$0	$495,017
Other Sources Totals	**$0**	**$0**	**$486,147**	**$0**	**$495,017**
Revenue Totals:	**$125,900**	**$303,123**	**$561,147**	**$158,494**	**$520,017**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 150 General Gov't Impact Fees Fund					
Operating Expenditures					
55230 - Oper Sup- Work Order Mgt. System	$0	$0	$56,000	$0	$56,000
Operating Expenditures Totals	**$0**	**$0**	**$56,000**	**$0**	**$56,000**
Capital Outlay					
564086 - Mach & Equip- Emergency UHF Radio Sys.	$0	$0	$185,000	$0	$178,800
564098 - Mach & Equp- Emer. Gen. Remote Monitoring	$0	$0	$200,000	$0	$200,000
56445 - Mach & Equip- Impact Fee Expenses	$53,474	$1,380	$45,147	$24,930	$20,217
Capital Outlay Totals	**$53,474**	**$1,380**	**$430,147**	**$24,930**	**$399,017**
Other Uses					
59108 - Intragov Trans- Transfer to Vehicle Maint. Fund	$0	$0	$0	$0	$40,000
59905 - Other Uses- Impact Fee Reserve	$0	$0	$75,000	$0	$25,000
Other Uses Totals	**$0**	**$0**	**$75,000**	**$0**	**$65,000**
Expenditure Totals:	**$53,474**	**$1,380**	**$561,147**	**$24,930**	**$520,017**

FORFEITURE FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Judgments, Fines and Forfeits	$368,195	$534,225	$0	$0	$0	*
Miscellaneous Revenues	$1,253	$2,587	$0	$0	$0	*
Other Sources	$0	$0	$387,000	$307,000	($80,000)	-21%
Revenue Totals	**$369,448**	**$536,812**	**$387,000**	**$307,000**	**($80,000)**	**-21%**
Expenditures						
Operating Expenditures	$286,632	$48,515	$387,000	$307,000	($80,000)	-21%
Expenditure Totals	**$286,632**	**$48,515**	**$387,000**	**$307,000**	**($80,000)**	**-21%**
Net Surplus or (Deficit)	**$82,816**	**$488,297**	**$0**	**$0**	**$0**	

FORFEITURE FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 160 Forfeiture Fund					
Judgments, Fines and Forfeits					
3550008 - Federal Forf Rev/Justice	$266,175	$509,326	$0	$45,410	$0
3550010 - Federal Forf Rev/Treasury	$3,950	$0	$0	$0	$0
3560010 - State Forfeiture Revenue	$98,071	$24,900	$0	$13,593	$0
Judgments, Fines and Forfeits Totals	**$368,195**	**$534,225**	**$0**	**$59,003**	**$0**
Miscellaneous Revenues					
3611001 - Interest on Investments	$1,253	$2,587	$0	$2,397	$0
Miscellaneous Revenues Totals	**$1,253**	**$2,587**	**$0**	**$2,397**	**$0**
Other Sources					
3940160 - From Forfeiture Fund Reserves	$0	$0	$387,000	$0	$307,000
Other Sources Totals	**$0**	**$0**	**$387,000**	**$0**	**$307,000**
Revenue Totals:	**$369,448**	**$536,812**	**$387,000**	**$61,400**	**$307,000**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 160 Forfeiture Fund					
Operating Expenditures					
53406 - Other Svc- State Forfeiture Exp	$11,500	$22,000	$22,000	$0	$12,000
53407 - Other Svc- Fed Forf Exp Justice	$215,517	$26,515	$365,000	$155,715	$295,000
53408 - Other Svc- Fed Forf Exp Treasury	$59,615	$0	$0	$0	$0
Operating Expenditures Totals	**$286,632**	**$48,515**	**$387,000**	**$155,715**	**$307,000**
Expenditure Totals:	**$286,632**	**$48,515**	**$387,000**	**$155,715**	**$307,000**

AFFORDABLE HOUSING FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Other Sources	$0	$0	$0	$331,836	$331,836	*
Revenue Totals	**$0**	**$0**	**$0**	**$331,836**	**$331,836**	*
Expenditures						
Operating Expenditures	$0	$0	$0	$331,836	$331,836	*
Expenditure Totals	**$0**	**$0**	**$0**	**$331,836**	**$331,836**	*
Net Surplus or (Deficit)	**$0**	**$0**	**$0**	**$0**	**$0**	

AFFORDABLE HOUSING FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 170 Affordable Housing Fund					
Permits, Fees and Special Assessments					
3292001 - Affordable Housing Fees	$0	$0	$0	$331,836	$0
Permits, Fees and Special Assessments Totals	**$0**	**$0**	**$0**	**$331,836**	**$0**
Other Sources					
3940170 - From Affordable Housing Reserve	$0	$0	$0	$0	$331,836
Other Sources Totals	**$0**	**$0**	**$0**	**$0**	**$331,836**
Revenue Totals:	**$0**	**$0**	**$0**	**$331,836**	**$331,836**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 170 Affordable Housing Fund					
Operating Expenditures					
53401 - Other Svc- Contractual Services	$0	$0	$0	$0	$331,836
Operating Expenditures Totals	**$0**	**$0**	**$0**	**$0**	**$331,836**
Expenditure Totals:	**$0**	**$0**	**$0**	**$0**	**$331,836**

COMMUNITY ENDOWMENT FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Permits, Fees & Special Assessments	$101,590	$101,394	$111,000	$70,000	($41,000)	-37%
Miscellaneous Revenues	$27,355	$9,067	$500	$500	$0	0%
Other Sources	$0	$0	$4,333	$43,033	$38,700	893%
Revenue Totals	**$128,945**	**$110,461**	**$115,833**	**$113,533**	**($2,300)**	**-2%**
Expenditures						
Operating Expenditures	$0	$0	$250	$250	$0	0%
Grants and Aids	$133,048	$130,901	$115,583	$113,283	($2,300)	-2%
Expenditure Totals	**$133,048**	**$130,901**	**$115,833**	**$113,533**	**($2,300)**	**-2%**
Net Surplus or (Deficit)	**($4,103)**	**($20,440)**	**$0**	**$0**	**$0**	

COMMUNITY ENDOWMENT FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 180 Community Endowment Fund					
Permits, Fees and Special Assessments					
3239001 - Textile Recycling FF	$101,590	$101,394	$111,000	$55,692	$70,000
Permits, Fees and Special Assessments Totals	**$101,590**	**$101,394**	**$111,000**	**$55,692**	**$70,000**
Miscellaneous Revenues					
3611020 - Investment Earnings	$4,292	$4,237	$0	$10,000	$0
3613000 - Net Appreciation in FV	$9,653	($6,164)	$0	($21,691)	$0
3614021 - Gain/Loss on Sale of Investments	$3,188	$8,034	$0	$746	$0
3660031 - Police & Fire Memorial Revenue	$485	$312	$250	$200	$250
3660032 - Vets Park Memorial Bricks	$0	$0	$250	$0	$250
3660033 - Mayor's College Scholarship Fund	$6,500	$0	$0	$0	$0
3660039 - YESAC Board Donation Revenue	$0	$525	$0	$0	$0
3660040 - Private Donations	$3,237	$2,123	$0	$620	$0
Miscellaneous Revenues Totals	**$27,355**	**$9,067**	**$500**	**($10,126)**	**$500**
Other Sources					
3940180 - From Community Endowment Reserve	$0	$0	$4,333	$0	$43,033
Other Sources Totals	**$0**	**$0**	**$4,333**	**$0**	**$43,033**
Revenue Totals:	**$128,945**	**$110,461**	**$115,833**	**$45,566**	**$113,533**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 180 Community Endowment Fund					
Operating Expenditures					
55219 - Oper Sup- Vets Park Memorial Bricks	$0	$0	$250	$0	$250
Operating Expenditures Totals	**$0**	**$0**	**$250**	**$0**	**$250**
Grants and Aids					
58201 - Grants&Aids- Donations	$130,110	$127,329	$111,000	$111,000	$111,000
58202 - Grants&Aids- Police&Fire Memorial	$218	$72	$250	$55	$250
58304 - Other Grants&Aids-YESAC Board Expenditures	$1,220	$1,500	$833	$800	$33
58305 - Other Grants&Aids - Mayor's College Scholarships	$1,500	$2,000	$3,500	$1,500	$2,000
Grants and Aids Totals	**$133,048**	**$130,901**	**$115,583**	**$113,355**	**$113,283**
Expenditure Totals:	**$133,048**	**$130,901**	**$115,833**	**$113,355**	**$113,533**

FY 2021 COMMUNITY ENDOWMENT GRANT ALLOCATIONS	
ORGANIZATION	**FY 2021 APPROVED AMOUNT**
Aging & Disability Resource Center	$43,295
Firewall Centers	$17,586
HOPE Outreach	$21,982
Teen Challenge International - Davie Home	$17,586
Women in Distress	$4,396
Young at Art	$6,155
TOTAL ENDOWMENT GRANTS APPROVED	**$111,000**

Utilities Department

Mission

The mission of the Utilities Department is to ensure that present and future generations have a sufficient supply of high-quality drinking water. We strive to provide customers with exceptional service regarding the production and delivery of water, wastewater and reclaimed water, while maintaining a competitive rate structure. The Department ensures that all regulatory agency requirements associated with the construction, operation, and maintenance of the utility systems are met or exceeded. It is also paramount that all operations and practices are in line with industry standards for energy and water conservation objectives.

Department Description

The Utilities Department utilizes in-house personnel for the core of its operations. The staff is comprised of highly trained and state licensed water and wastewater operators who maintain and operate the Town's two water plants, one wastewater plant, and one water reclamation facility. Additionally, the Department requires its field technicians to obtain licenses and/or certifications in water distribution and wastewater collection systems, which enhances their proficiency in the repair and maintenance of the water distribution and sanitary sewer collection system including sixty-one wastewater pump stations throughout the Town's 10,000+ residential and commercial accounts.

Major projects requiring resources that are not available within the Department are procured from private contractors and vendors through a competitive bidding process. The Department strives to perform at the highest industry standards in customer service and to resolve problems with minimal interruptions.

FY 2021 Budget Highlights, Projects and Major Changes

The Utilities Department continues to operate in a fiscally responsible manner. For Fiscal Year 2021, we anticipate operating costs increasing about $800,000 compared to Fiscal Year 2020. No additional positions have been requested for Fiscal Year 2021. The Fiscal Year 2021 budget benefits significantly from a reduction in debt service due to refunding of the 2010 and 2011 bonds, however, some of this savings is a one-time reduction due to the timing of payments on the new bonds. Service levels to our customers remain high as we continue to provide specialized water, wastewater, reclaimed water and industrial pretreatment services.

New Bleach Day Tank

Our commitment to improving customer service and maximizing our revenues continues into the new fiscal year with the following highlights:

1. With the installation of the Automated Meter Information (AMI) system and associated meters completed during Fiscal Year 2020, we are anticipating increased accuracy and timeliness of meter readings and billing moving forward. The system allows the Department to obtain "real time" readings and monitoring of

accounts for discrepancies or potential issues. In Fiscal Year 2021 we will continue to investigate and secure funding for customer portals to allow customers to access information pertaining to their individual account to detect abnormal water usage (leaks, high usage, etc.) and other pertinent information.

2. We anticipate adding new customers to our reclaimed water system which utilizes cutting edge technology to process sanitary sewer effluent to a level designed for use as an environmentally safe irrigation water supply. We obtained a matching fund grant from Broward County for the design of reclaimed water infrastructure to the Bamford Park complex on Pine Island Road.

3. The Utilities Comprehensive Master Plan will be completed during Fiscal Year 2021 and will be presented to Town Council for approval. The Master Plan will guide the Utilities Department in moving forward over the next five to ten-year period. In conjunction with the Master Plan, a Rate Study is being conducted that will address capital improvement and rehabilitation priorities identified in the Master Plan. The Rate Study will help determine future revenue requirements and rate structures to meet the desired goals, which will also be presented to Town Council for approval.

4. We will continue to prioritize the hardening of the underground infrastructure in critical areas and those showing significant growth and demand in recent years. Work will include the main arteries of our sewage collection system, which will increase capacity, reduce inflow and infiltration and minimize overflows and service disruptions. Work will also include the main arteries of our water distribution system, which will increase capacity and minimize service disruptions. All work will increase the utilities' resiliency and sustainability for near and long term operations.

We maintain our commitment to our employees by prioritizing a safe working environment. COVID-19 measures include increased sanitation of work areas, health/wellness checkpoint, wearing of masks, and pre-screening of vendors. We continue to provide safety training through both internal and external sources as well. With additional training, we hope to increase awareness, thereby reducing the number of job-related injuries and liabilities.

In conjunction with safety, staff proficiency is equally emphasized. We strongly encourage cross training amongst disciplines and support employees' efforts to obtain higher certification and industry training. Advanced training allows the employees the opportunity for future advancement within the organization and is necessary to keep pace with the increasing technological and regulatory changes within the industry.

Inlet valve replacement

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Utilities Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP1 / Goal A: Enhance Operational Efficiency
- Automated Clearinghouse (ACH) customer payment & utility billing implementation
- Implement Advanced Metering Infrastructure (AMI)
- Expand availability and usage of reclaimed water

SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

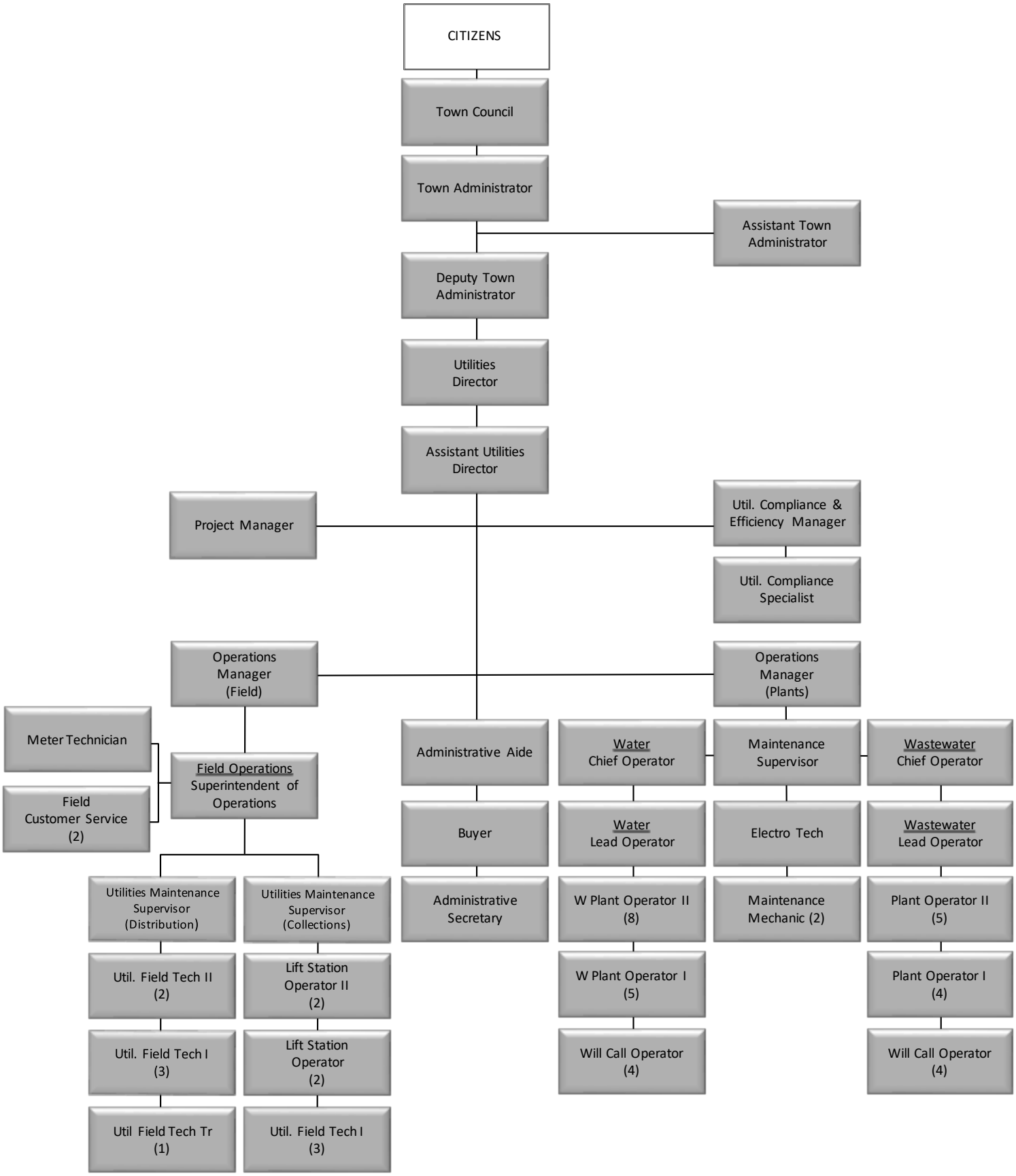
SP4 /Goal A: Leverage Technology to improve service delivery
- Implement an Enterprise Asset Management System (EAM)

SP5 / Goal B: Promote livable and sustainable communities
- Develop Utilities Master Plan and conduct Rate Study

Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
1a Percent of reduction in estimated bills	10%	1%	10%	80%	**10%**
1a Percent of unaccounted water loss	10%	33%	10%	10%	**10%**
1a Percent increase in reclaimed water usage	0%	1%	10%	0%	**10%**
2a Percent of staff attending training and development sessions	100%	65%	100%	8%	**100%**
4a Completion of a GIS-Centric Enterprise Asset Management system	0%	0%	0%	0%	**0%**
5b Completion of Utilities Master Plan (%)	100%	80%	100%	93%	**100%**
5b Completion of Utilities Rate Study (%)	100%	60%	100%	80%	**100%**

✓ Goal Achieved
✘ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Utilities Department



Utilities Department

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
Administrative Aide	1	1	1	1	
Administrative Secretary	1	1	1	1	
Assistant Utilities Director	1	1	1	1	
Buyer	1	1	1	1	
Chief Operator	2	2	2	2	
Field Customer Service	2	2	2	2	
Lead Operator	2	2	2	2	
Lift Station Operator	3	3	2	2	
Lift Station Operator II	1	1	2	2	
Meter Technician	1	1	1	1	
Operations Manager	0	2	2	2	
Plant Operator I	11	11	9	9	
Plant Operator II	11	11	13	13	
Plant Operator Will Call	0	8	8	8	
Project Manager	1	1	1	1	
Regulatory Technician	1	0	0	0	
Superintendent of Operations, Utility	1	1	1	1	
Util Compliance & Efficiency Manager	1	1	1	1	
Utilities Compliance Specialist	0	1	1	1	
Util Field Technicians I /Trainees	7	7	7	7	
Utilities Field Technician II	2	2	2	2	
Utilities Director	1	1	1	1	
Utilities Electro-Technician	1	1	1	1	
Utilities Maintenance Mechanic	2	2	2	2	
Utilities Maintenance Supervisor	3	3	3	3	
Total Budgeted Positions	**57**	**67**	**67**	**67**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Permits, Fees & Special Asmts	$21,778	$10,825	$15,000	$15,000	$0	0%
Intergovernmental	$1,053,959	$875,565	$1,077,044	$0	($1,077,044)	-100%
Charges for Services	$27,061,453	$28,244,693	$25,136,879	$26,603,230	$1,466,351	6%
Miscellaneous Revenues	$316,026	$1,184,518	$235,000	$150,000	($85,000)	-36%
Other Sources	$3,206	$3,264	$21,995,604	$20,034,567	($1,961,037)	-9%
Revenue Totals	**$28,456,423**	**$30,318,865**	**$48,459,527**	**$46,802,797**	**($1,656,730)**	**-3%**
Expenditures						
Personnel Services	$6,198,375	$5,170,825	$6,586,654	$6,881,639	$294,985	4%
Operating Expenditures	$16,752,419	$19,214,092	$9,792,958	$10,304,376	$511,418	5%
Capital Outlay	($0)	$0	$18,719,486	$20,542,067	$1,822,581	10%
Debt Service	$6,562,409	$6,302,363	$9,310,227	$6,601,762	($2,708,465)	-29%
Other Uses	$0	$28,410	$4,050,202	$2,472,953	($1,577,249)	-39%
Expenditure Totals	**$29,513,203**	**$30,715,690**	**$48,459,527**	**$46,802,797**	**($1,656,730)**	**-3%**

WATER & SEWER FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Permits, Fees & Special Asmnts	$21,778	$10,825	$15,000	$15,000	$0	0%
Intergovernmental	$1,053,959	$875,565	$1,077,044	$0	($1,077,044)	-100%
Charges for Services	$27,061,453	$28,244,693	$25,136,879	$26,603,230	$1,466,351	6%
Miscellaneous Revenues	$316,026	$1,184,518	$235,000	$150,000	($85,000)	-36%
Other Sources	$3,206	$3,264	$21,995,604	$20,034,567	($1,961,037)	-9%
Revenue Totals	**$28,456,423**	**$30,318,865**	**$48,459,527**	**$46,802,797**	**($1,656,730)**	**-3%**
Expenditures						
Personnel Services	$6,198,375	$5,170,825	$6,586,654	$6,881,639	$294,985	4%
Operating Expenditures	$16,752,419	$19,214,092	$9,792,958	$10,304,376	$511,418	5%
Capital Outlay	($0)	$0	$18,719,486	$20,542,067	$1,822,581	10%
Debt Service	$6,562,409	$6,302,363	$9,310,227	$6,601,762	($2,708,465)	-29%
Other Uses	$0	$28,410	$4,050,202	$2,472,953	($1,577,249)	-39%
Expenditure Totals	**$29,513,203**	**$30,715,690**	**$48,459,527**	**$46,802,797**	**($1,656,730)**	**-3%**
Net Surplus or (Deficit)	**($1,056,780)**	**($396,826)**	**$0**	**$0**	**$0**	

WATER & SEWER FUND
FUND SUMMARY

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Permits, Fees and Special Assessments					
3290001 - Backflow Recert. Fees	$21,778	$10,825	$15,000	$2,993	$15,000
Permits, Fees and Special Assessments Totals	**$21,778**	**$10,825**	**$15,000**	**$2,993**	**$15,000**
Intergovernmental					
3313510 - Build America Bonds Subsidy	$1,005,959	$875,565	$1,077,044	$0	$0
3340100 - State Grants	$48,000	$0	$0	$0	$0
Intergovernmental Totals	**$1,053,959**	**$875,565**	**$1,077,044**	**$0**	**$0**
Charges for Services					
3436010 - Hydraulic Share, Water	$134,537	$191,697	$107,938	$8,910	$54,000
3436011 - Plant Connection, Water	$910,911	$1,297,923	$730,813	$60,325	$365,000
3436012 - Plant Connection, Sewer	$1,612,970	$1,473,944	$747,450	$113,884	$373,725
3436013 - Effluent &Hydraulic, Sewer	$119,875	$109,543	$55,550	$8,464	$27,775
3436014 - CIAC Control	$0	$0	($1,641,751)	$0	($820,500)
3436101 - Water Operating Revenue	$10,443,926	$10,442,528	$10,670,205	$9,057,528	$11,357,500
3436103 - Sewer Operating Revenue	$12,724,503	$13,460,012	$13,617,090	$11,518,765	$14,654,500
3436105 - Late Charges	$344,643	$331,865	$325,000	$116,035	$303,000
3436106 - Connect/Disconnect Revenue	$83,375	$84,770	$85,000	$38,405	$78,500
3436107 - Misc Income	$44,785	$114,834	$42,000	$140,589	$85,500
3436108 - Capital Financing Recovery Fee	$641,927	$737,577	$397,584	$44,030	$124,230
Charges for Services Totals	**$27,061,453**	**$28,244,693**	**$25,136,879**	**$21,106,935**	**$26,603,230**
Miscellaneous Revenues					
3611001 - Interest on Investments	$287,286	$1,184,418	$235,000	$0	$150,000
3640001 - Sale of Surplus Property	$28,740	$100	$0	$0	$0
Miscellaneous Revenues Totals	**$316,026**	**$1,184,518**	**$235,000**	**$0**	**$150,000**
Other Sources					
3891016 - Other Misc. Interest Spec Assess	$3,206	$3,264	$0	$2,566	$0
3940400 - From Utility Fund Reserve	$0	$0	$5,429,003	$0	$3,638,013
3940402 - From Util Contrb. Chgs/Impct Fees Rsrv	$0	$0	$5,591,013	$0	$5,249,235
3940403 - From Util Cap Replacmt Acct Rsrv	$0	$0	$10,777,018	$0	$11,144,319
3940405 - From Util. Renewl/Replcmnt Fd Rsrv	$0	$0	$198,570	$0	$3,000
Other Sources Totals	**$3,206**	**$3,264**	**$21,995,604**	**$2,566**	**$20,034,567**
Revenue Totals:	**$28,456,423**	**$30,318,865**	**$48,459,527**	**$21,112,494**	**$46,802,797**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Personnel Services					
51201 - Salaries- Regular	$3,618,928	$2,927,060	$4,028,289	$2,671,435	$4,336,077
51202 - Salaries- Longevity	$33,542	$34,063	$35,560	$0	$39,198
51208 - Salaries- Service Awards	$3,250	$2,000	$2,900	$1,450	$3,250
51209 - Salaries- Auto Allowances	$3,277	$4,800	$5,200	$4,000	$4,800
51210 - Salaries- Phone Allowances	$5,220	$4,620	$8,060	$5,250	$6,480
51212 - Salaries- Deferred Comp.	$7,377	$0	$0	$0	$0
51401 - Overtime	$225,332	$256,918	$245,000	$167,248	$245,000
52101 - FICA Taxes	$288,611	$238,862	$330,329	$215,021	$354,142
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$1,180,473	$930,032	$816,240	$538,207	$755,099
52207 - Ret. Contr- DB Plan Excess Benefit Pymnts	$0	$0	$0	$0	$25,000
52301 - Life & Health Ins- Health	$741,226	$683,593	$1,005,262	$643,430	$993,720
52401 - Workers' Compensation	$91,139	$88,876	$109,814	$80,953	$118,873
Personnel Services Totals	**$6,198,375**	**$5,170,825**	**$6,586,654**	**$4,326,993**	**$6,881,639**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$4,620	$6,940	$20,000	$5,862	$20,000
53107 - Prof Svc- Other Professional Svcs	$140,998	$210,358	$300,000	$258,152	$290,000
53136 - Prof Svc- Distrib. Sys Modeling & Masterplan	($0)	$0	$129,000	$20,329	$60,000
53201 - Acct & Audting- Audit Expense	$12,000	$12,000	$12,000	$12,000	$12,000
53401 - Other Svc- Contractual Services	$289,974	$359,345	$463,900	$216,864	$468,300
53404 - Other Svc- Miscellaneous Expense	$23,200	$28,516	$36,417	$3,024	$37,311
53417 - Other Svc- Compliance Testing	$77,757	$77,100	$150,000	$28,198	$140,000
53422 - Other Svc- Sludge Removal	$238,484	$239,217	$360,400	$158,425	$350,400
53423 - Other Svc- Agency Requirements	$25,200	$26,346	$40,000	$38,761	$30,000
53426 - Other Svc- Internal Charges IT	$300,561	$389,783	$407,724	$340,417	$465,048
53427 - Other Svc- Contingency	$0	$0	$200,000	$0	$200,000
53440 - Other Svc- Administrative Fees	$2,290,648	$2,879,430	$2,428,730	$2,023,941	$2,601,200
54101 - Communications Services Expense	$35,989	$37,222	$56,834	$23,137	$48,134
54201 - Postage & Freight Svc	$9,024	$9,252	$10,000	$1,344	$10,000
54302 - Utility Svc- Water & Sewer	$266,156	$388,167	$277,372	$246,672	$383,000
54303 - Utility Svc- Electric	$1,314,535	$1,362,625	$1,430,300	$984,288	$1,408,350
54401 - Rentals & Leases	$14,699	$31,025	$49,011	$30,977	$44,011
54501 - Ins- Insurance Premiums	$218,927	$238,205	$320,000	$319,623	$320,000
54601 - Repairs&Maint- Vehicle Usage	$266,144	$258,766	$284,256	$216,455	$266,328
54613 - Repairs&Maint- Contractual Maint.	$127,150	$255,821	$351,416	$196,868	$410,896
54614 - Repairs&Maint- Water/Drainage Rprs, Maint	$1,874,399	$3,388,284	$699,000	$396,337	$884,000
54617 - Repairs&Maint- Directed Work/Non-Contract	$29,244	$24,882	$35,500	$18,632	$35,000
54619 - Repairs&Maint- Hydrnts Testng, Rprs, Maint.	$54,132	$0	$109,000	$10,452	$109,000
54622 - Repairs&Maint- Facilities Maintenance	$8,452	$9,994	$10,000	$16,172	$17,000
54701 - Printing & Binding- Printing&Pub.	$150	$0	$4,920	$337	$4,920

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Operating Expenditures					
54903 - Other Cur Chg- Uncoll. Accounts	$190,288	$0	$0	$0	$0
54905 - Other Cur Chg- Regulatory Compliance	$0	$0	$10,000	$0	$10,000
54906 - Other Cur Chg - Emergency Response	$165,016	$0	$0	$12,426	$0
55101 - Office Supply Expenses	$17,940	$21,996	$28,000	$5,050	$28,000
55201 - Oper Sup- Uniforms	$23,793	$22,439	$34,870	$13,997	$35,120
55206 - Oper Sup- Tools & Materials	$21,999	$16,781	$20,000	$14,301	$40,000
55208 - Oper Sup- Emerg. Preparedness	$0	$144	$0	$1,182	$0
55209 - Oper Sup- Fuel	$98,236	$93,603	$101,800	$24,107	$90,700
55210 - Oper Sup- Water/Chemicals	$771,845	$835,585	$1,278,008	$600,310	$1,391,558
55211 - Oper Sup- Laboratory Supplies	$20,267	$18,807	$21,000	$15,679	$21,000
55212 - Oper Sup- Custodian Supplies	$5,055	$1,327	$7,000	$1,087	$5,000
55222 - Oper Sup- Consumables	$8,948	$12,753	$10,000	$7,902	$15,000
55303 - Rd Maint&Sup- Site Restoration	$4,488	$7,451	$20,000	$11,422	$25,000
55501 - Training- Training & Education	$20,320	$16,228	$35,500	$11,186	$28,100
55900 - Depreciation Expense	$7,741,195	$7,896,112	$0	$0	$0
55901 - Amortization Expense	$40,587	$37,590	$41,000	$16,615	$0
Operating Expenditures Totals	**$16,752,419**	**$19,214,092**	**$9,792,958**	**$6,302,528**	**$10,304,376**
Capital Outlay					
56234 - Buildings- Sys. I Water Plant Demolition	$0	$0	$574,228	$0	$525,000
56250 - Buildings- Distrib/Collectn Bldg Upgrades	$0	$0	$75,000	$0	$75,000
56251 - Buildings- Field Distrib/Collectn Storage Bldg	$0	$0	$125,000	$0	$125,000
563019 - Infrast- Collection Sys Rehab	($0)	$0	$2,719,902	$687,288	$3,500,000
563020 - Infrast- Water Main Replacement/Rehab	$0	$0	$3,277,725	$6,748	$5,317,633
563052 - Infrast- Sys I Water Plant Demolition	$0	$0	$44,681	$0	$0
563053 - Infrast- Sys III CO2 Sys & Transfer Line	($1)	$0	$0	$0	$0
563054 - Infrast- WTP Sys III/V Upgrades	($0)	$0	$738,102	$309,931	$379,250
563056 - Infrast- WTP Raw Water Infrast. & Rehab	$0	$0	$926,000	$94,100	$831,899
563057 - Infrast- WWTP II & IV Upgrades	$0	$0	$363,488	$98,924	$252,639
563101 - Infrast- Reclaimed Wtr Mains/Distrib Sys	$0	$0	$0	$0	$400,000
56337 - Infrast- Water&WW Plant & Infra.	$0	$0	$0	$0	$0
56339 - Infrast- Conn Fee Exp/Mtrs & FTGS	($0)	$0	$300,000	$73,982	$200,000
56374 - Infrast- Lift Station Rehab	$0	$0	$1,176,864	$198,247	$1,245,000
56377 - Infrast- Raw Water Production Wells	$0	$0	$82,570	$0	$82,570
56391 - Infrast- LS #1 Force Main	($1)	$0	$0	$0	$0
564021 - Mach & Equip- Sys II Units 2&3 Gen & SwGr	$0	$0	$156,893	$0	$156,893
564022 - Mach & Equip- RO Membrane Replacement	$0	$0	$500,000	$0	$590,000
564049 - Mach & Equip- Lift Statn Pumps & Motors	$0	$0	$200,000	$92,606	$412,102
564050 - Mach & Equip- Lift Stn SCADA Upgrds/Rprs	$0	$0	$414,794	$49,654	$233,160
564052 - Mach & Equip- Sys II & IV Pumps & Motors	($0)	$0	$707,909	$51,354	$797,515

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Capital Outlay					
564053 - Mach & Equip- Water Meter Replacement	$0	$0	$2,371,075	$1,250,147	$767,508
564054 - Mach & Eqp-WTP Sys III/V SCADA Rplc/Upgrd	$0	$0	$339,181	$17,939	$321,242
564055 - Mach & Equip- WTP Chemical Feed Sys.	$0	$0	$546,805	$0	$666,805
564056 - Mach & Equip- Distrib Grndwtr Rule Upgrd	($0)	$0	$244,675	$0	$244,675
564057 - Mach & Equip- WTP Sys III/V Pumps & Mtrs	$0	$0	$687,541	$38,339	$747,000
564058 - Mach & Eqp-WWTP (II/IV) SCADA Rplc/Upgrd	($1)	$0	$256,538	$0	$246,538
564059 - Mach & Equip- Util Maint. & Asset Mgt Sys	$0	$0	$235,000	$0	$235,000
564060 - Mach & Equip- WTP Grndwatr Rule Upgrd	$0	$0	$0	$0	$175,000
564072 - Mach & Equip- Sys IV MBR Replacement	$0	$0	$400,000	$0	$429,000
564073 - Mach & Equip- Sys IV UV Sys Replacement	$0	$0	$138,879	$0	$195,574
564074 - Mach & Equip- Utility IT Infrst. Rprs/Upgrds	$0	$0	$96,653	$22,494	$89,500
564075 - Mach & Equip- WTP Sys III/V Electr/SwGr	$0	$0	$150,000	$0	$150,000
564076 - Mach & Eqp- WWTP Sys II/IV Chem Feed Sys	$0	$0	$176,919	$9,460	$209,000
564077 - Mach & Equip- WWTP Sys II/IV Electr/SwGr	$0	$0	$132,064	$0	$132,064
56408 - Mach & Equip- Capital Outlay	$1	$0	$240,000	$43,674	$210,000
564087 - Mach & Equip- Utility Equip. & Machinery	$0	$0	$150,000	$3,977	$442,000
56414 - Mach & Equip- Equip Replace.	($0)	$0	$162,500	$30,504	$157,500
56453 - Mach & Equip- Tech Equip & Maint.	($0)	$0	$8,500	$3,624	$0
Capital Outlay Totals	**($0)**	**$0**	**$18,719,486**	**$3,082,993**	**$20,542,067**
Debt Service					
57100 - Principal Payments	$0	$0	$2,873,557	$0	$2,378,150
57200 - Interest Payments	$6,562,409	$6,302,363	$6,436,670	$3,176,056	$4,223,612
Debt Service Totals	**$6,562,409**	**$6,302,363**	**$9,310,227**	**$3,176,056**	**$6,601,762**
Other Uses					
59108 - Intragov Trans- Transfer to Veh Maint. Fund	$0	$28,410	$70,000	$0	$0
59902 - Other Uses- Unres/Retained Earnings	$0	$0	$2,045,629	$0	$577,328
59911 - Other Uses- Capital Replacement Reserve	$0	$0	$1,934,573	$0	$1,895,625
Other Uses Totals	**$0**	**$28,410**	**$4,050,202**	**$0**	**$2,472,953**
Expenditure Totals:	**$29,513,203**	**$30,715,690**	**$48,459,527**	**$16,888,569**	**$46,802,797**

WATER & SEWER FUND
GENERAL OPERATIONS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Personnel Services					
51201 - Salaries- Regular	$1,236,520	$566,506	$1,068,471	$530,844	$1,149,218
51202 - Salaries- Longevity	$7,750	$8,100	$6,750	$0	$9,000
51208 - Salaries- Service Awards	$600	$550	$900	$250	$1,400
51209 - Salaries- Auto Allowances	$3,277	$4,800	$5,200	$4,000	$4,800
51210 - Salaries- Phone Allowances	$3,300	$2,700	$4,680	$3,150	$3,960
51212 - Salaries- Deferred Comp.	$7,377	$0	$0	$0	$0
51401 - Overtime	$12,501	$6,111	$15,000	$5,929	$15,000
52101 - FICA Taxes	$94,490	$42,842	$83,882	$40,852	$90,240
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$554,266	$384,751	$234,402	$105,963	$191,775
52207 - Ret. Contr- DB Plan Excess Benefit Pymnts	$0	$0	$0	$0	$25,000
52301 - Life & Health Ins- Health	$189,159	$165,576	$223,510	$158,180	$213,120
52401 - Workers' Compensation	$8,035	$4,166	$10,371	$7,296	$10,783
Personnel Services Totals	**$2,117,274**	**$1,186,102**	**$1,653,166**	**$856,464**	**$1,714,296**
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$4,620	$6,940	$20,000	$5,862	$20,000
53107 - Prof Svc- Other Professional Svcs	$140,998	$210,358	$300,000	$258,152	$290,000
53201 - Acct & Auditing- Audit Expense	$12,000	$12,000	$12,000	$12,000	$12,000
53401 - Other Svc- Contractual Services	$194,973	$269,661	$323,900	$144,545	$308,300
53404 - Other Svc- Miscellaneous Expense	$23,200	$28,516	$36,417	$3,024	$37,311
53426 - Other Svc- Internal Charges IT	$300,561	$389,783	$407,724	$340,417	$465,048
53427 - Other Svc- Contingency	$0	$0	$200,000	$0	$200,000
53440 - Other Svc- Administrative Fees	$2,290,648	$2,879,430	$2,428,730	$2,023,941	$2,601,200
54101 - Communications Services Expense	$35,989	$37,222	$56,834	$23,137	$48,134
54201 - Postage & Freight Svc	$9,024	$9,252	$10,000	$1,344	$10,000
54302 - Utility Svc- Water & Sewer	$266,156	$388,167	$277,372	$246,672	$383,000
54303 - Utility Svc- Electric	$1,314,535	$1,362,625	$1,430,300	$984,288	$1,408,350
54401 - Rentals & Leases	$8,348	$10,186	$9,011	$5,903	$9,011
54501 - Ins- Insurance Premiums	$218,927	$238,205	$320,000	$319,623	$320,000
54601 - Repairs&Maint- Vehicle Usage	$266,144	$258,766	$284,256	$216,455	$266,328
54613 - Repairs&Maint- Contractual Maint.	$50,162	$74,110	$101,416	$50,304	$100,896
54617 - Repairs&Maint- Directed Work/Non-Contract	$29,244	$24,882	$35,500	$18,632	$35,000
54619 - Rprs&Maint- Hydrants Testing, Rprs, Maint.	$54,132	$0	$109,000	$10,452	$109,000
54622 - Repairs&Maint- Facilities Maintenance	$8,452	$9,994	$10,000	$16,172	$17,000
54701 - Printing & Binding- Printing&Pub.	$150	$0	$4,920	$337	$4,920
54903 - Other Cur Chg- Uncoll. Accounts	$190,288	$0	$0	$0	$0
54905 - Other Cur Chg- Regulatory Compliance	$0	$0	$10,000	$0	$10,000
54906 - Other Cur Chg - Emergency Response	$165,016	$0	$0	$12,426	$0
55101 - Office Supply Expenses	$17,940	$21,996	$28,000	$5,050	$28,000
55201 - Oper Sup- Uniforms	$589	$1,377	$1,650	$519	$1,800

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Operating Expenditures					
55206 - Oper Sup- Tools & Materials	$21,999	$16,781	$20,000	$14,301	$40,000
55208 - Oper Sup- Emerg. Preparedness	$0	$144	$0	$1,182	$0
55209 - Oper Sup- Fuel	$98,236	$93,603	$101,800	$24,107	$90,700
55212 - Oper Sup- Custodian Supplies	$5,055	$1,327	$7,000	$1,087	$5,000
55222 - Oper Sup- Consumables	$8,948	$12,753	$10,000	$7,902	$15,000
55501 - Training- Training & Education	$2,306	$3,652	$15,100	$3,465	$15,100
55900 - Depreciation Expense	$7,741,195	$7,896,112	$0	$0	$0
Operating Expenditures Totals	**$13,479,836**	**$14,257,841**	**$6,570,930**	**$4,751,296**	**$6,851,098**
Capital Outlay					
56339 - Infrast- Conn Fee Exp/Mtrs & FTGS	($0)	$0	$300,000	$73,982	$200,000
56453 - Mach & Equip- Tech Equip & Maint.	($0)	$0	$8,500	$3,624	$0
Capital Outlay Totals	**($0)**	**$0**	**$308,500**	**$77,606**	**$200,000**
Debt Service					
57100 - Principal Payments	$0	$0	$1,925,000	$0	$2,378,150
57200 - Interest Payments	$271,389	$445,826	$194,919	$1,082,009	$4,223,612
Debt Service Totals	**$271,389**	**$445,826**	**$2,119,919**	**$1,082,009**	**$6,601,762**
Other Uses					
59108 - Intragov Trans- Transfer to Veh Maint. Fund	$0	$28,410	$70,000	$0	$0
59902 - Other Uses- Unres/Retained Earnings	$0	$0	$2,045,629	$0	$577,328
59911 - Other Uses- Capital Replacement Reserve	$0	$0	$1,934,573	$0	$1,895,625
Other Uses Totals	**$0**	**$28,410**	**$4,050,202**	**$0**	**$2,472,953**
Division Subtotals:	**$15,868,498**	**$15,918,179**	**$14,702,717**	**$6,767,375**	**$17,840,109**

WATER & SEWER FUND
WATER DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Personnel Services					
51201 - Salaries- Regular	$1,245,276	$1,253,919	$1,548,957	$1,143,147	$1,675,855
51202 - Salaries- Longevity	$11,965	$14,122	$15,030	$0	$15,724
51208 - Salaries- Service Awards	$1,175	$850	$525	$125	$1,050
51210 - Salaries- Phone Allowances	$960	$960	$1,690	$1,275	$1,560
51401 - Overtime	$104,550	$117,703	$115,000	$79,260	$115,000
52101 - FICA Taxes	$101,203	$103,759	$128,519	$93,279	$138,311
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$340,788	$295,250	$310,354	$232,810	$302,691
52301 - Life & Health Ins- Health	$289,205	$267,871	$411,001	$247,655	$410,340
52401 - Workers' Compensation	$47,474	$48,143	$59,029	$43,939	$64,272
Personnel Services Totals	**$2,142,595**	**$2,102,578**	**$2,590,105**	**$1,841,491**	**$2,724,803**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$62,272	$66,844	$95,000	$63,415	$115,000
53417 - Other Svc- Compliance Testing	$32,902	$26,419	$70,000	$13,286	$60,000
53422 - Other Svc- Sludge Removal	$19,600	$30,780	$80,400	$23,550	$80,400
53423 - Other Svc- Agency Requirements	$11,645	$10,681	$15,000	$1,523	$10,000
54401 - Rentals & Leases	$853	$3,322	$20,000	$4,057	$15,000
54613 - Repairs&Maint- Contractual Maint.	$29,212	$74,888	$140,000	$78,802	$150,000
54614 - Repairs&Maint- Water/Drainage Rprs, Maint	$966,820	$1,714,184	$439,000	$162,714	$559,000
55201 - Oper Sup- Uniforms	$14,501	$10,779	$18,340	$6,809	$18,440
55210 - Oper Sup- Water/Chemicals	$553,293	$629,386	$957,000	$437,575	$1,060,550
55211 - Oper Sup- Laboratory Supplies	$10,496	$12,068	$15,000	$13,228	$15,000
55303 - Rd Maint&Sup- Site Restoration	$1,148	$5,069	$10,000	$9,750	$10,000
55501 - Training- Training & Education	$10,020	$6,276	$10,400	$4,407	$6,500
Operating Expenditures Totals	**$1,712,761**	**$2,590,696**	**$1,870,140**	**$819,117**	**$2,099,890**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$150,000	$30,230	$125,000
56414 - Mach & Equip- Equip Replace.	($0)	$0	$87,500	$3,369	$97,500
Capital Outlay Totals	**$0**	**$0**	**$237,500**	**$33,599**	**$222,500**
Division Subtotals:	**$3,855,356**	**$4,693,274**	**$4,697,745**	**$2,694,206**	**$5,047,193**

WATER & SEWER FUND
WASTEWATER DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Personnel Services					
51201 - Salaries- Regular	$1,137,131	$1,106,636	$1,410,861	$997,444	$1,511,004
51202 - Salaries- Longevity	$13,827	$11,840	$13,780	$0	$14,474
51208 - Salaries- Service Awards	$1,475	$600	$1,475	$1,075	$800
51210 - Salaries- Phone Allowances	$960	$960	$1,690	$825	$960
51401 - Overtime	$108,282	$133,104	$115,000	$82,059	$115,000
52101 - FICA Taxes	$92,919	$92,261	$117,928	$80,889	$125,591
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$285,419	$250,031	$271,484	$199,435	$260,633
52301 - Life & Health Ins- Health	$262,863	$250,146	$370,751	$237,595	$370,260
52401 - Workers' Compensation	$35,631	$36,567	$40,414	$29,717	$43,818
Personnel Services Totals	**$1,938,506**	**$1,882,145**	**$2,343,383**	**$1,629,038**	**$2,442,540**
Operating Expenditures					
53401 - Other Svc- Contractual Services	$32,729	$22,840	$45,000	$8,904	$45,000
53417 - Other Svc- Compliance Testing	$44,855	$50,681	$80,000	$14,912	$80,000
53422 - Other Svc- Sludge Removal	$218,884	$208,437	$280,000	$134,875	$270,000
53423 - Other Svc- Agency Requirements	$13,555	$15,665	$25,000	$37,238	$20,000
54401 - Rentals & Leases	$5,498	$17,516	$20,000	$21,016	$20,000
54613 - Repairs&Maint- Contractual Maint.	$47,777	$106,824	$110,000	$67,762	$160,000
54614 - Repairs&Maint- Water/Drainage Rprs, Maint	$907,579	$1,674,101	$260,000	$233,623	$325,000
55201 - Oper Sup- Uniforms	$8,704	$10,283	$14,880	$6,668	$14,880
55210 - Oper Sup- Water/Chemicals	$218,551	$206,200	$321,008	$162,735	$331,008
55211 - Oper Sup- Laboratory Supplies	$9,771	$6,739	$6,000	$2,451	$6,000
55303 - Rd Maint&Sup- Site Restoration	$3,341	$2,382	$10,000	$1,672	$15,000
55501 - Training- Training & Education	$7,993	$6,299	$10,000	$3,314	$6,500
Operating Expenditures Totals	**$1,519,236**	**$2,327,965**	**$1,181,888**	**$695,171**	**$1,293,388**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$90,000	$13,445	$85,000
56414 - Mach & Equip- Equip Replace.	($0)	$0	$75,000	$27,135	$60,000
Capital Outlay Totals	**$0**	**$0**	**$165,000**	**$40,580**	**$145,000**
Division Subtotals:	**$3,457,742**	**$4,210,110**	**$3,690,271**	**$2,364,789**	**$3,880,928**

WATER & SEWER FUND
2010 WATER & SEWER BONDS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Operating Expenditures					
55901 - Amortization Expense	$23,972	$20,975	$24,000	$0	$0
Operating Expenditures Totals	**$23,972**	**$20,975**	**$24,000**	**$0**	**$0**
Debt Service					
57200 - Interest Payments	$3,077,269	$2,665,285	$3,077,270	$0	$0
Debt Service Totals	**$3,077,269**	**$2,665,285**	**$3,077,270**	**$0**	**$0**
Division Subtotals:	**$3,101,241**	**$2,686,261**	**$3,101,270**	**$0**	**$0**

WATER & SEWER FUND
2011 WATER & SEWER BONDS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Operating Expenditures					
55901 - Amortization Expense	$16,615	$16,615	$17,000	$0	$0
Operating Expenditures Totals	**$16,615**	**$16,615**	**$17,000**	**$0**	**$0**
Debt Service					
57100 - Principal Payments	$0	$0	$540,000	($540,000)	$0
57200 - Interest Payments	$2,192,166	$2,180,241	$2,164,042	$0	$0
Debt Service Totals	**$2,192,166**	**$2,180,241**	**$2,704,042**	**($540,000)**	**$0**
Division Subtotals:	**$2,208,781**	**$2,196,856**	**$2,721,042**	**($540,000)**	**$0**

WATER & SEWER FUND
2012 WATER & SEWER BONDS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Debt Service					
57100 - Principal Payments	$0	$0	$210,000	($210,000)	$0
57200 - Interest Payments	$939,346	$933,346	$927,076	$0	$0
Debt Service Totals	**$939,346**	**$933,346**	**$1,137,076**	**($210,000)**	**$0**
Division Subtotals:	**$939,346**	**$933,346**	**$1,137,076**	**($210,000)**	**$0**

WATER & SEWER FUND
WATER & SEWER RETAINED EARNINGS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Capital Outlay					
56234 - Buildings- Sys. I Water Plant Demolition	$0	$0	$574,228	$0	$525,000
563020 - Infrast- Water Main Replacement/Rehab	$0	$0	$835,000	$0	$835,000
563054 - Infrast- WTP Sys III/V Upgrades	$0	$0	$250,000	$2,848	$247,153
563056 - Infrast- WTP Raw Water Infrast. & Rehab	$0	$0	$176,000	$94,100	$81,899
563057 - Infrast- WWTP II & IV Upgrades	$0	$0	$93,958	$26,483	$866
56377 - Infrast- Raw Water Production Wells	$0	$0	$82,570	$0	$82,570
564050 - Mach & Equip-Lift Stn SCADA Upgrds/Reprs	$0	$0	$259,622	$38,833	$195,000
564053 - Mach & Equip-Water Meter Replacement	$0	$0	$1,997,400	$507,977	$358,000
564054 - Mach & Eqp-WTP Sys III/V SCADA Rplc/Upgrd	$0	$0	$169,039	$0	$169,039
564055 - Mach & Equip-WTP Chemical Feed Sys.	$0	$0	$300,000	$0	$300,000
564057 - Mach & Equip-WTP Sys III/V Pumps & Mtrs	$0	$0	$450,000	$0	$450,000
564058 - Mach & Eqp-WWTP (II/IV) SCADA Rplc/Upgrd	$0	$0	$43,000	$0	$33,000
564060 - Mach & Equip-WTP Grndwater Rule Upgrd	$0	$0	$0	$0	$175,000
564075 - Mach & Equip-WTP Sys III/V Elctr/Swtchgr	$0	$0	$50,000	$0	$50,000
564076 - Mach & Equip-WWTP Sys II/IV Chm Feed Sys.	$0	$0	$107,700	$5,301	$95,000
564077 - Mach & Equip-WWTP Sys II/IV Electr/SwGr	$0	$0	$40,486	$0	$40,486
Capital Outlay Totals	**$0**	**$0**	**$5,429,003**	**$675,542**	**$3,638,013**
Division Subtotals:	**$0**	**$0**	**$5,429,003**	**$675,542**	**$3,638,013**

WATER & SEWER FUND
RENEWAL & REPLACEMENT RESERVE

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Capital Outlay					
563054 - Infrast- WTP Sys III/V Upgrades	($0)	$0	$198,570	$106,770	$3,000
Capital Outlay Totals	**($0)**	**$0**	**$198,570**	**$106,770**	**$3,000**
Division Subtotals:	**($0)**	**$0**	**$198,570**	**$106,770**	**$3,000**

WATER & SEWER FUND
CAPITAL REPLACEMENT ACCOUNT

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Operating Expenditures					
53136 - Prof Svc- Distrib. Sys Modeling & Masterplan	($0)	$0	$129,000	$20,329	$60,000
Operating Expenditures Totals	**($0)**	**$0**	**$129,000**	**$20,329**	**$60,000**
Capital Outlay					
563019 - Infrast- Collection Sys Rehab	($0)	$0	$1,668,677	$446,481	$1,448,000
563020 - Infrast- Water Main Replacement/Rehab	$0	$0	$2,026,055	$6,748	$2,398,000
563052 - Infrast- Sys I Water Plant Demolition	$0	$0	$44,681	$0	$0
563053 - Infrast- Sys III CO2 Sys & Transfer Line	($1)	$0	$0	$0	$0
563054 - Infrast- WTP Sys III/V Upgrades	$0	$0	$289,532	$200,313	$129,097
563056 - Infrast- WTP Raw Water Infrast. & Rehab	$0	$0	$750,000	$0	$750,000
563057 - Infrast- WWTP II & IV Upgrades	$0	$0	$269,530	$72,441	$251,773
56374 - Infrast- Lift Station Rehab	$0	$0	$1,176,864	$198,247	$1,245,000
56391 - Infrast- LS #1 Force Main	($1)	$0	$0	$0	$0
564021 - Mach & Equip- Sys II Units 2&3 Gen & SwGr	$0	$0	$156,893	$0	$156,893
564022 - Mach & Equip- RO Membrane Replacement	$0	$0	$500,000	$0	$590,000
564049 - Mach & Equip- Lift Station Pumps & Motors	$0	$0	$200,000	$92,606	$267,000
564050 - Mach & Equip- Lift Stn SCADA Upgrds/Reprs	$0	$0	$155,172	$10,821	$38,160
564052 - Mach & Equip- Sys II & IV Pumps & Motors	($0)	$0	$677,909	$51,354	$767,515
564053 - Mach & Equip- Water Meter Replacement	$0	$0	$373,675	$742,170	$409,508
564054 - Mach & Eqp-WTP Sys III/V SCADA Rplc/Upgrd	($0)	$0	$170,142	$17,939	$152,203
564055 - Mach & Equip- WTP Chemical Feed Sys.	$0	$0	$246,805	$0	$326,805
564056 - Mach & Equip- Distrib Grndwater Rule Upgrd	($0)	$0	$244,675	$0	$244,675
564057 - Mach & Equip-WTP Sys III/V Pumps & Motors	$0	$0	$237,541	$38,339	$297,000
564058 - Mach & Eqp-WWTP (II/IV) SCADA Rplc/Upgrd	($1)	$0	$213,538	$0	$213,538
564059 - Mach & Equip- Util Maint. & Asset Mgt Sys	$0	$0	$200,000	$0	$200,000
564072 - Mach & Equip- Sys IV MBR Replcmnt	$0	$0	$400,000	$0	$429,000
564073 - Mach & Equip- Sys IV UV Sys Replcmnt	$0	$0	$138,879	$0	$195,574
564074 - Mach & Equip- Utility IT Infrast Rprs/Upgrds	$0	$0	$96,653	$22,494	$77,000
564075 - Mach & Equip- WTP Sys III/V Electr/Swtchgr	$0	$0	$100,000	$0	$100,000
564076 - Mach & Eqp- WWTP Sys II/IV Chem Feed Sys	$0	$0	$69,219	$4,159	$114,000
564077 - Mach & Equip- WWTP Sys II/IV Elctr/Swtchgr	$0	$0	$91,578	$0	$91,578
564087 - Mach & Equip- Utility Equip. & Machinery	$0	$0	$150,000	$3,977	$192,000
Capital Outlay Totals	**($1)**	**$0**	**$10,648,018**	**$1,908,088**	**$11,084,319**
Division Subtotals:	**($1)**	**$0**	**$10,777,018**	**$1,928,417**	**$11,144,319**

WATER & SEWER FUND
CONTRIBUTION CHARGES AND IMPACT FEES

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 400 Water and Sewer Fund					
Operating Expenditures					
55901 - Amortization Expense	$0	$0	$0	$16,615	$0
Operating Expenditures Totals	**$0**	**$0**	**$0**	**$16,615**	**$0**
Capital Outlay					
56250 - Buildings- Distrib/Collectn Bldg Upgrades	$0	$0	$75,000	$0	$75,000
56251 - Buildings- Field Distrib/Collectn Storage Bldg	$0	$0	$125,000	$0	$125,000
563019 - Infrast- Collection Sys Rehab	$0	$0	$1,051,225	$240,808	$2,052,000
563020 - Infrast- Water Main Replacement/Rehab	$0	$0	$416,670	$0	$2,084,633
563101 - Infrast- Reclaimed Wtr Mains/Distrib Sys	$0	$0	$0	$0	$400,000
56337 - Infrast- Water&WW Plant & Infra.	$0	$0	$0	$0	$0
564049 - Mach & Equip- Lift Station Pumps & Motors	$0	$0	$0	$0	$145,102
564052 - Mach & Equip- Sys II & IV Pumps & Motors	$0	$0	$30,000	$0	$30,000
564055 - Mach & Equip- WTP Chemical Feed Sys.	$0	$0	$0	$0	$40,000
564059 - Mach & Equip- Util Maint. & Asset Mgt Sys	$0	$0	$35,000	$0	$35,000
564074 - Mach & Equip- Utility IT Infrast Rprs/Upgrds	$0	$0	$0	$0	$12,500
564087 - Mach & Equip- Utility Equip. & Machinery	$0	$0	$0	$0	$250,000
Capital Outlay Totals	**$1**	**$0**	**$1,732,895**	**$240,808**	**$5,249,235**
Debt Service					
57100 - Principal Payments	$0	$0	$0	$750,000	$0
57200 - Interest Payments	$0	$0	$0	$2,059,902	$0
Debt Servie Totals	**$0**	**$0**	**$0**	**$2,809,902**	**$0**
Division Subtotals:	**$1**	**$0**	**$1,732,895**	**$3,067,325**	**$5,249,235**

WATER & SEWER FUND
STATE REVOLVING FUND LOAN PROGRAM

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Debt Service					
57100 - Principal Payments	$0	$0	$198,557	$0	$0
57200 - Interest Payments	$82,239	$77,665	$73,363	$34,145	$0
Debt Service Totals	**$82,239**	**$77,665**	**$271,920**	**$34,145**	**$0**
Division Subtotals:	**$82,239**	**$77,665**	**$271,920**	**$34,145**	**$0**

GOLF FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Miscellaneous Revenues	$4,000	$4,000	$0	$0	$0	*
Revenue Totals	**$4,000**	**$4,000**	**$0**	**$0**	**$0**	*
Expenditures						
Operating Expenditures	$136,344	$148,279	$0	$0	$0	*
Capital Outlay	$69,637	$42,560	$0	$0	$0	*
Expenditure Totals	**$205,981**	**$190,839**	**$0**	**$0**	**$0**	*
Net Surplus or (Deficit)	**($201,981)**	**($186,839)**	**$0**	**$0**	**$0**	

GOLF FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 470 Golf Fund					
Miscellaneous Revenues					
3620001 - Op/Mgt Agrmt - Gross Revs	$0	$0	$0	$0	$0
3660001 - Contributions & Donations	$4,000	$4,000	$0	$0	$0
Miscellaneous Revenues Totals	**$4,000**	**$4,000**	**$0**	**$0**	**$0**
Revenue Totals:	**$4,000**	**$4,000**	**$0**	**$0**	**$0**

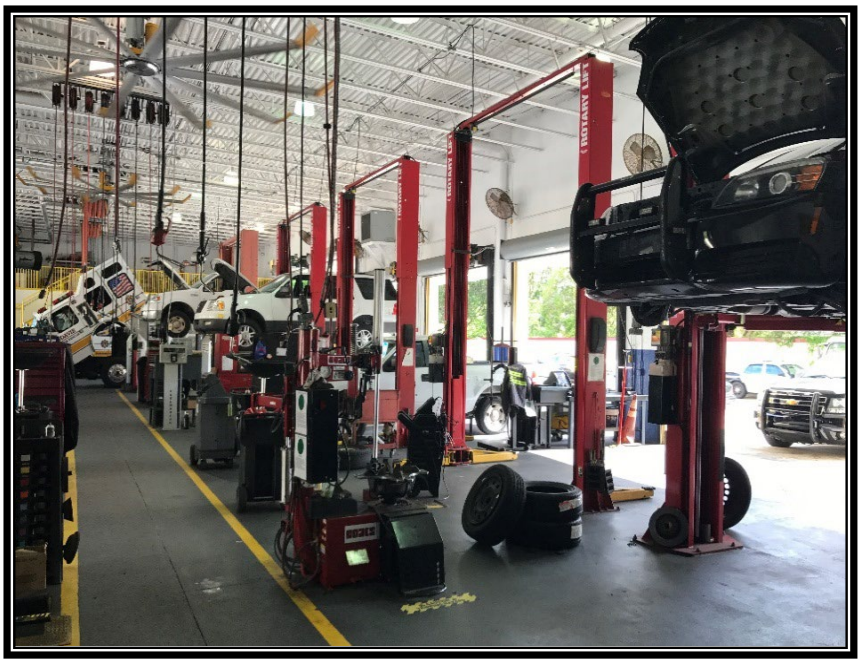
APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 470 Golf Fund					
Operating Expenditures					
53101 - Prof Svc- Legal Expense	$3,594	$424	$0	$0	$0
53442 - Other Svc- Community Programs	$4,000	$4,000	$0	$0	$0
54401 - Rentals & Leases	$11,400	$12,808	$0	$0	$0
54689 - Repairs&Maint- Parks Grnds Maint	$21,057	$28,277	$0	$0	$0
54904 - Other Cur Chg- Loss on Dispsl of Equip/Veh/Bldg	$0	$0	$0	$4,818,432	$0
55900 - Depreciation Expense	$18,703	$26,857	$0	$0	$0
55901 - Amortization Expense	$77,590	$75,914	$0	$0	$0
Operating Expenditures Totals	**$136,344**	**$148,279**	**$0**	**$4,818,432**	**$0**
Capital Outlay					
563030 - Infrast- Davie Golf & CC Wetlands	$67,870	$35,563	$0	$0	$0
563045 - Infrast- Davie Golf & CC Improvements	$1,767	$0	$0	$0	$0
563051 - Infrast- Golf Course Landscaping	$0	$6,997	$0	$0	$0
Capital Outlay Totals	**$69,637**	**$42,560**	**$0**	**$0**	**$0**
Other Uses					
59112 - Interfund Trans - Transfer to Other Fund	$0	$0	$0	$693,024	$0
Other Uses Totals	**$0**	**$0**	**$0**	**$693,024**	**$0**
Expenditure Totals:	**$205,981**	**$190,839**	**$0**	**$5,511,456**	**$0**

VEHICLE MAINTENANCE FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Intergovernmental	$49,611	$72,717	$60,000	$62,400	$2,400	4%
Charges for Services	$4,851,912	$4,689,551	$5,076,068	$4,920,392	($155,676)	-3%
Miscellaneous Revenues	$22,723	$51,892	$50,000	$25,000	($25,000)	-50%
Other Sources	$196,000	$260,308	$1,830,348	$2,535,844	$705,496	39%
Revenue Totals	**$5,120,246**	**$5,074,468**	**$7,016,416**	**$7,543,636**	**$527,220**	**8%**
Expenditures						
Personnel Services	$126,879	$130,228	$135,360	$138,787	$3,427	3%
Operating Expenditures	$4,421,263	$4,324,694	$3,064,213	$3,179,405	$115,192	4%
Capital Outlay	$1	$0	$3,816,843	$4,225,444	$408,601	11%
Expenditure Totals	**$4,548,142**	**$4,454,922**	**$7,016,416**	**$7,543,636**	**$527,220**	**8%**
Net Surplus or (Deficit)	**$572,103**	**$619,546**	**$0**	**$0**	**$0**	



VEHICLE MAINTENANCE FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 500 Vehicle Maintenance Fund					
Intergovernmental					
3354909 - Fuel Tax Reimbursements	$49,611	$72,717	$60,000	$46,967	$62,400
Intergovernmental Totals	**$49,611**	**$72,717**	**$60,000**	**$46,967**	**$62,400**
Charges for Services					
3412040 - Fleet & Lease Rev. - All Depts	$4,851,912	$4,644,752	$4,973,068	$3,774,588	$4,920,392
3422018 - Contractual Services SW Ranches	$0	$44,799	$103,000	$0	$0
Charges for Services Totals	**$4,851,912**	**$4,689,551**	**$5,076,068**	**$3,774,588**	**$4,920,392**
Miscellaneous Revenues					
3640001 - Sale of Surplus Property	($16,262)	($24,463)	$10,000	$24,000	($15,000)
3699000 - Misc. Revenues	$38,985	$76,355	$40,000	$8,375	$40,000
Miscellaneous Revenues Totals	**$22,723**	**$51,892**	**$50,000**	**$32,375**	**$25,000**
Other Sources					
3810100 - Interfund Transfers In	$196,000	$260,308	$381,600	$0	$80,000
3940500 - From Vehicle Fund Reserve	$0	$0	$1,448,748	$0	$2,455,844
Other Sources Totals	**$196,000**	**$260,308**	**$1,830,348**	**$0**	**$2,535,844**
Revenue Totals:	**$5,120,246**	**$5,074,468**	**$7,016,416**	**$3,853,929**	**$7,543,636**

VEHICLE MAINTENANCE FUND

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 500 Vehicle Maintenance Fund					
Personnel Services					
51201 - Salaries- Regular	$86,650	$91,328	$96,367	$77,958	$100,066
51202 - Salaries- Longevity	$0	$0	$0	$0	$50
51208 - Salaries- Service Awards	$0	$0	$0	$0	$13
51209 - Salaries- Auto Allowances	$240	$240	$260	$200	$240
51210 - Salaries- Phone Allowances	$630	$630	$683	$525	$630
52101 - FICA Taxes	$6,519	$6,856	$7,200	$5,894	$7,492
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$21,740	$19,899	$18,557	$15,564	$17,828
52301 - Life & Health Ins- Health	$10,944	$11,111	$12,138	$9,544	$12,306
52401 - Workers' Compensation	$156	$164	$155	$125	$162
Personnel Services Totals	**$126,879**	**$130,228**	**$135,360**	**$109,809**	**$138,787**
Operating Expenditures					
53404 - Other Svc- Miscellaneous Expense	$11,091	$2,014	$15,000	$5,109	$15,000
53424 - Other Svc- Contractual Repairs	$1,535,627	$1,552,737	$1,574,584	$1,178,988	$1,598,203
53425 - Other Svc- Noncontractual Repair	$788,387	$767,900	$703,000	$459,788	$660,500
53426 - Other Svc- Internal Charges IT	$21,328	$31,512	$34,462	$28,718	$36,401
54101 - Communications Services Expense	$562	$604	$13,833	$422	$13,821
54302 - Utility Svc- Water & Sewer	$6,715	$7,747	$8,600	$6,080	$9,100
54303 - Utility Svc- Electric	$23,984	$18,257	$21,750	$13,009	$21,000
54501 - Ins- Insurance Premiums	$508,585	$430,850	$480,000	$487,632	$630,000
54601 - Repairs&Maint- Vehicle Usage	$21,259	$15,670	$21,084	$15,225	$21,480
54608 - Repairs&Maint- Equipment Maint	$2,784	$0	$65,000	$10,965	$65,000
54617 - Repairs&Maint- Directd Work/Non-Contract	$45,342	$37,656	$75,000	$23,466	$60,000
54621 - Repairs&Maint- Garage Maint.	$49,060	$12,967	$35,000	$3,816	$35,000
54904 - Othr Cur Chg-Loss on Dspsl, Equip/Veh/Bldg	$0	$0	$0	$6,000	$0
54906 - Other Cur Chg - Emergency Response	$0	$0	$0	$2,806	$0
55101 - Office Supply Expenses	$2,363	$4,142	$2,000	$983	$2,000
55209 - Oper Sup- Fuel	$3,774	$3,626	$7,900	$4,434	$5,900
55214 - Oper Sup- Other Supplies	$79	$1,775	$3,000	$0	$2,000
55501 - Training- Training & Education	$868	$1,554	$4,000	$324	$4,000
55900 - Depreciation Expense	$1,212,428	$1,330,864	$0	$0	$0
55901 - Amortization Expense	$187,026	$104,817	$0	$0	$0
Operating Expenditures Totals	**$4,421,263**	**$4,324,694**	**$3,064,213**	**$2,247,764**	**$3,179,405**
Capital Outlay					
56217 - Buildings- Upgrade V/M Garage	$0	$0	$0	$0	$0
56235 - Buildings- Fleet Svcs Facility Painting	$0	$0	$0	$0	$0

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 500 Vehicle Maintenance Fund					
Capital Outlay					
56264 - Buildings- PD Mobile Command Unit Storage	$0	$0	$130,000	$0	$130,000
563038 - Infrast- Alternative Fuel Infrastructure	$0	$0	$339,398	$0	$0
563076 - Infrast- Fuel Island Repairs	$0	$0	$462,445	$508,557	$2,744
564078 - Mach & Equip- CIP Vehicle Projects	$0	$0	$60,000	$0	$60,000
56408 - Mach & Equip- Capital Outlay	$0	$0	$2,804,100	$2,457,120	$2,135,000
564103 - Mach & Equip- Fire Rescue Engines	$0	$0	$0	$0	$1,225,800
564108 - Mach & Equip- Fire Ladder Truck	$0	$0	$0	$0	$650,000
56453 - Mach & Equip- Tech Equip & Maint.	$0	$0	$20,900	$745	$21,900
Capital Outlay Totals	**$1**	**$0**	**$3,816,843**	**$2,966,422**	**$4,225,444**
Expenditure Totals:	**$4,548,143**	**$4,454,922**	**$7,016,416**	**$5,323,995**	**$7,543,636**

SELF INSURANCE FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Charges for Services	$13,255,048	$13,424,558	$14,310,004	$14,560,600	$250,596	2%
Miscellaneous Revenues	$2,914,579	$4,495,502	$2,525,000	$2,595,000	$70,000	3%
Revenue Totals	**$16,169,627**	**$17,920,060**	**$16,835,004**	**$17,155,600**	**$320,596**	**2%**
Expenditures						
Personnel Services	$97,131	$148,511	$158,302	$163,013	$4,711	3%
Operating Expenditures	$15,859,219	$15,879,186	$15,788,500	$16,739,825	$951,325	6%
Other Uses	$0	$0	$888,202	$252,762	($635,440)	-72%
Expenditure Totals	**$15,956,350**	**$16,027,697**	**$16,835,004**	**$17,155,600**	**$320,596**	**2%**
Net Surplus or (Deficit)	**$213,277**	**$1,892,363**	**$0**	**$0**	**$0**	

SELF INSURANCE FUND
WORKERS' COMPENSATION DIVISION

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 510 Self Insurance					
Charges for Services					
3412000 - Intrnl Service Charge, All Depts	$1,855,072	$1,952,325	$2,230,034	$1,780,001	$2,350,338
Charges for Services Totals	**$1,855,072**	**$1,952,325**	**$2,230,034**	**$1,780,001**	**$2,350,338**
Miscellaneous Revenues					
3699000 - Misc. Revenues	$128,068	$1,783,024	$0	$103,576	$25,000
Miscellaneous Revenues Totals	**$128,068**	**$1,783,024**	**$0**	**$103,576**	**$25,000**
Revenue Totals:	**$1,983,140**	**$3,735,349**	**$2,230,034**	**$1,883,577**	**$2,375,338**

SELF INSURANCE FUND
WORKERS' COMPENSATION DIVISION

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 510 Self Insurance					
Personnel Services					
51201 - Salaries- Regular	$65,086	$95,570	$102,675	$82,630	$106,761
51202 - Salaries- Longevity	$0	$200	$200	$0	$200
51208 - Salaries- Service Awards	$0	$70	$0	$0	$0
51209 - Salaries- Auto Allowances	$960	$960	$1,040	$800	$960
51210 - Salaries- Phone Allowances	$336	$618	$676	$520	$624
51401 - Overtime	$0	$1	$52	$3	$36
52101 - FICA Taxes	$4,786	$6,782	$7,911	$5,837	$8,238
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$15,596	$20,971	$19,957	$16,528	$19,165
52301 - Life & Health Ins- Health	$10,264	$23,167	$25,625	$20,618	$26,856
52401 - Workers' Compensation	$104	$172	$166	$133	$173
Personnel Services Totals	**$97,131**	**$148,511**	**$158,302**	**$127,068**	**$163,013**
Operating Expenditures					
53107 - Prof Svc- Other Professional Svcs	$51,550	$36,425	$62,000	$34,500	$58,000
53108 - Prof Svc- Actuarial Fees	$2,500	$2,750	$4,000	$2,750	$4,000
53421 - Other Svc- Administrative Cost	$364,171	$303,567	$325,000	$283,354	$380,000
54504 - Ins- Workers' Comp Claims	$1,481,310	$620,041	$1,500,000	$680,585	$1,711,000
54505 - Ins- State Fee/WC/Self Ins.	$48,431	$50,769	$55,000	$21,913	$40,000
54510 - Ins- FF Cancer Claims	$0	$0	$0	$0	$10,000
55101 - Office Supply Expenses	$0	$79	$500	$0	$7,325
55501 - Training- Training & Education	$0	$1,308	$2,000	$0	$2,000
Operating Expenditures Totals	**$1,947,962**	**$1,014,938**	**$1,948,500**	**$1,023,102**	**$2,212,325**
Other Uses					
59906 - Other Uses- Workers Comp Reserve	$0	$0	$123,232	$0	$0
Other Uses Totals	**$0**	**$0**	**$123,232**	**$0**	**$0**
Expenditure Totals:	**$2,045,093**	**$1,163,449**	**$2,230,034**	**$1,150,170**	**$2,375,338**

SELF INSURANCE FUND
EMPLOYEE BENEFITS DIVISION

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 510 Self Insurance					
Charges for Services					
3412000 - Intrnl Service Charge, All Depts	$2,088,416	$1,883,323	$0	$0	$0
3412030 - Benefit Choice Dollars	$9,311,561	$9,588,911	$12,079,970	$8,499,438	$12,210,262
Charges for Services Totals	**$11,399,977**	**$11,472,233**	**$12,079,970**	**$8,499,438**	**$12,210,262**
Miscellaneous Revenues					
3699000 - Misc. Revenues	$523,678	$499,574	$325,000	$512,251	$350,000
3699011 - Employee Contributions, Benefits	$2,262,833	$2,212,904	$2,200,000	$1,926,395	$2,220,000
Miscellaneous Revenues Totals	**$2,786,511**	**$2,712,478**	**$2,525,000**	**$2,438,646**	**$2,570,000**
Revenue Totals:	**$14,186,488**	**$14,184,711**	**$14,604,970**	**$10,938,084**	**$14,780,262**

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 510 Self Insurance					
Operating Expenditures					
53107 - Prof Svc- Other Professional Svcs	$37,052	$82,221	$106,500	$80,923	$108,000
53108 - Prof Svc- Actuarial Fees	$3,500	$0	$4,500	$0	$4,500
53421 - Other Svc- Administrative Cost	$1,406,904	$1,509,573	$1,800,000	$1,483,021	$2,000,000
53452 - Other Svc- Wellness Program	$16,696	$19,469	$25,000	$6,587	$50,000
54501 - Ins- Insurance Premiums	$2,088,416	$1,883,323	$0	$0	$0
54502 - Ins- EE Medical Claims	$9,481,448	$10,608,228	$11,000,000	$7,850,300	$11,500,000
54506 - Ins- Dental Insurance	$363,793	$365,149	$380,000	$313,226	$390,000
54507 - Ins- Life Insurance	$197,523	$164,450	$170,000	$148,437	$175,000
54508 - Ins- Short Term Disability	$119,738	$94,075	$138,000	$76,962	$125,000
54509 - Ins- Long Term Disability	$196,189	$137,761	$216,000	$102,400	$175,000
Operating Expenditures Totals	**$13,911,258**	**$14,864,248**	**$13,840,000**	**$10,061,856**	**$14,527,500**
Other Uses					
59910 - Other Uses- Employee Benefit Reserve	$0	$0	$764,970	$0	$252,762
Other Uses Totals	**$0**	**$0**	**$764,970**	**$0**	**$252,762**
Expenditure Totals:	**$13,911,258**	**$14,864,248**	**$14,604,970**	**$10,061,856**	**$14,780,262**

Information Technology Department

Mission

The Information Technology Department will evaluate, integrate and support secure and innovative technologies to help internal and external customers achieve their goals while effectively maximizing return on resources and providing cost-effective methods for citizens, businesses, vendors and others to easily access information and conduct business with the Town of Davie.

Department Description

Information Technology (IT) is an internal services Department providing secure, modern, efficient and cost-effective technology solutions to advance the delivery of innovative public services to the Town's Departments and service centers. It is the responsibility of the IT Department to provide the necessary framework and secure infrastructure to support the Town's technology and telecommunications operational needs. Some of the critical services areas that the Department supports include cellular and telecommunications, LAN (Local Area Network) and WAN (Wide Area Network) network management, data centers, physical and virtual server farms, network attached storage, desktop computers, mobility, overall infrastructure, application support and enterprise security.

As the centralized IT support organization for the Town of Davie, the IT Department is also tasked with ensuring that all IT standards, operational policies and procedures are aligned with industry standards, and with coordinating major Town wide initiatives, including but not limited to: enterprise IT project management; Town-wide technologies and applications; and management of the Town's internet and intranet websites. The IT Department additionally serves other Town Departments through a series of services that include enterprise integration of computer systems, negotiating and managing information technology related maintenance and services contracts, and providing technology assistance via desktop technicians and helpdesk-based support.

FY 2021 Budget Highlights, Projects and Major Changes

In Fiscal Year 2021, the IT Department will experience operating budget increases in several contract maintenance items that are primarily attributed to the expansion of software solutions deployed in response to the COVID-19 crisis, the new Fire Station 86 facility, and the expansion of Microsoft Office 365 Cloud solution to the Davie Police Department. These increases were anticipated as the Town of Davie has been making technology investments in enterprise Cloud based solutions, network hardware, software, phone system equipment, servers, security access/video control, UPS, cooling, and rack infrastructure over the past few years.

For Fiscal Year 2021, the Davie IT Department has not requested any changes or reclassifications to its approved positions, however, personnel cost increases will be experienced for employee salaries and benefits in line with other Town of Davie departments.

FY 2019 - 2023 STRATEGIC PLAN
DEPARTMENT STRATEGIC PRIORITIES, GOALS, OUTCOMES AND KEY PERFORMANCE INDICATORS

Information Technology Department

Strategic Priorities

1 Commitment to Customer Satisfaction
2 Dedication to Excellence in Service Delivery
3 Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with Consideration of Our Historic Roots
4 Creating an Environment that is Conducive to Innovation, Creativity and Collaboration
5 Nurturing the Health, Safety, and Welfare of the Community

Strategic Goals / Outcomes

SP2 / Goal A: Provide First-class Public Safety Services
- Conduct annual staff development and training

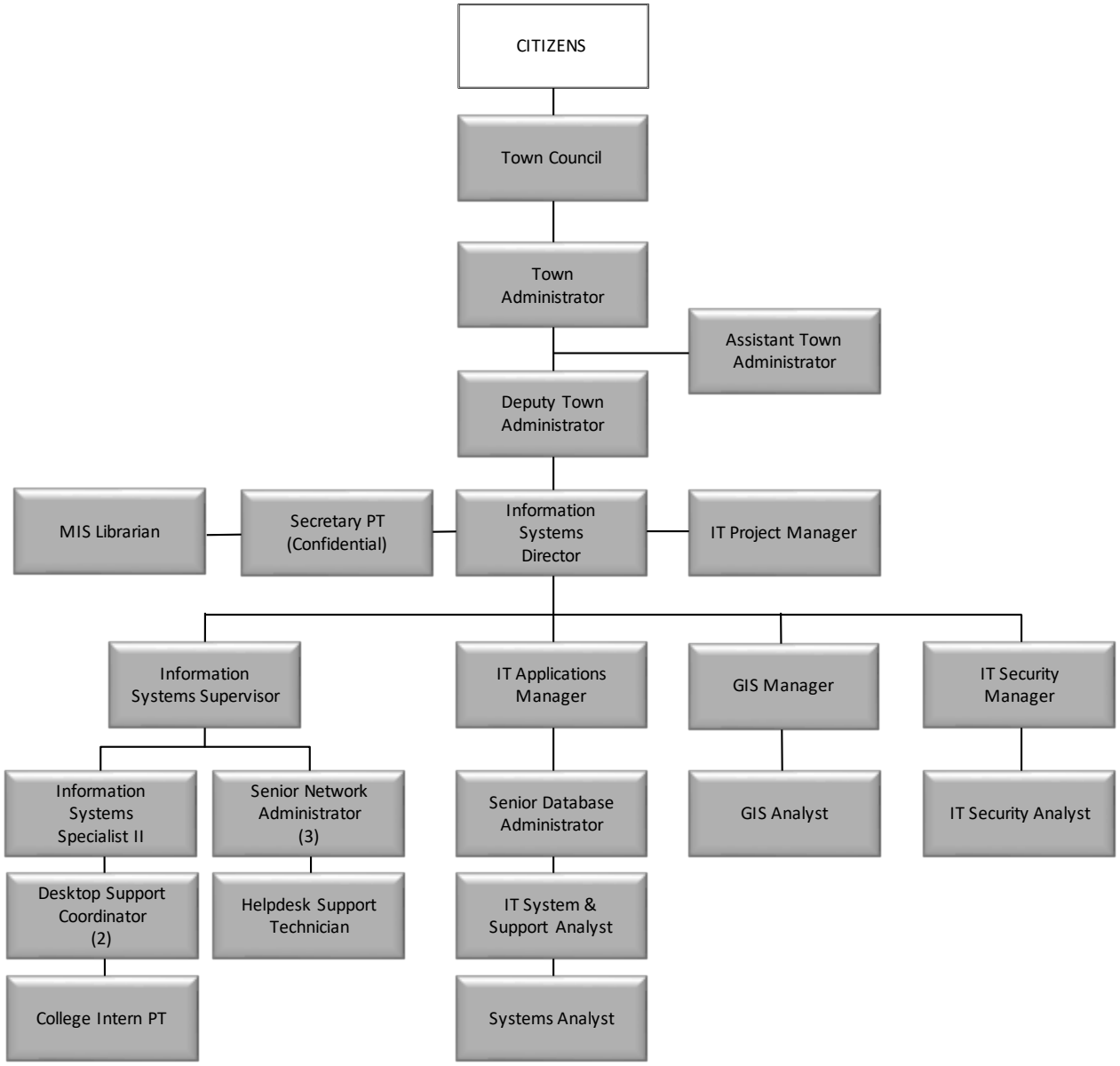
SP2 / Goal B: Review and update Town Policies, Procedures & related documents
- Upgrade ProjectDox/Project Flow and Engineering workflow onboarding

SP4 / Goal A: Leverage Technology to improve service delivery
- Implement an Enterprise Asset Management (EAM) system
- Prepare existing geographical information system (GIS) for expansion through data cleanup, maintenance and addition of required data

	Key Performance Indicators	FY 2019 Goal	FY 2019 Actual	FY 2020 Goal	FY 2020 Actual	FY 2021 Goal
2a	Percent of staff attending training and development sessions	50%	40%	50%	45%	**50%**
2b	Completion of ProjectDox Building, Planning & Zoning, and Engineering workflows redesign	100%	95%	100%	100%	✓
4a	Percent of GIS data that meets national accuracy standards	100%	5%	100%	5%	**5%**
4a	GIS data inclusion and ongoing maintenance required by the Enterprise Asset Management System	100%	2%	100%	2%	**2%**
	Accomplishments					
2b ✓	Completion of Project Dox Upgrade Project Flow component	100%	100%	✓	✓	✓

✓ Goal Achieved
✖ Goal No Longer Applicable
♦ New KPI
★ Impacted by COVID-19

Information Technology Department



Infrastructure Services Division (ISD) *Applications Services Division (ASD)* *GIS Services Division (GISSD)* *Information Security Division (ISSD)*

Information Technology Fund

Staffing Levels

	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2021 Changes
College Intern PT	1	1	1	1	
Desktop Support Coordinator	2	2	2	2	
GIS Analyst	0	0	1	1	
GIS Manager	1	1	1	1	
Helpdesk Support Technician	1	1	1	1	
Information Systems Specialist II	1	1	1	1	
Information Systems Director	1	1	1	1	
Information Systems Supervisor	1	1	1	1	
IT Applications Manager	1	1	1	1	
IT Project Manager	1	1	1	1	
IT Security Analyst	1	1	1	1	
IT Security Manager	1	1	1	1	
IT System & Support Analyst	1	1	1	1	
MIS Librarian	1	1	1	1	
Network Administrator	1	1	0	0	
Secretary PT (Confidential)	1	1	1	1	
Senior Database Administrator	1	1	1	1	
Senior Network Administrator	1	1	3	3	
Systems Analyst	1	1	1	1	
Total Budgeted Positions	**19**	**19**	**21**	**21**	**0**

Budget Summary

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	$ Change	% Change
Revenue						
Charges for Services	$4,616,363	$5,204,205	$5,812,538	$6,262,448	$449,910	8%
Miscellaneous Revenues	$12,702	$60	$0	$0	$0	*
Other Sources	$0	$0	$2,333,130	$1,503,560	($829,570)	-36%
Revenue Totals	**$4,629,065**	**$5,204,265**	**$8,145,668**	**$7,766,008**	**($379,660)**	**-5%**
Expenditures						
Personnel Services	$2,067,054	$2,163,845	$2,572,753	$2,635,676	$62,923	2%
Operating Expenditures	$1,711,876	$2,102,488	$3,768,465	$4,135,352	$366,887	10%
Capital Outlay	$0	$0	$1,804,450	$994,980	($809,470)	-45%
Expenditure Totals	**$3,778,930**	**$4,266,333**	**$8,145,668**	**$7,766,008**	**($379,660)**	**-5%**

INFORMATION TECHNOLOGY FUND

BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2021 Budget	+/- From Prior Year	
Revenue						
Charges for Services	$4,616,363	$5,204,205	$5,812,538	$6,262,448	$449,910	8%
Miscellaneous Revenues	$12,702	$60	$0	$0	$0	*
Other Sources	$0	$0	$2,333,130	$1,503,560	($829,570)	-36%
Revenue Totals	**$4,629,065**	**$5,204,265**	**$8,145,668**	**$7,766,008**	**($379,660)**	**-5%**
Expenditures						
Personnel Services	$2,067,054	$2,163,845	$2,572,753	$2,635,676	$62,923	2%
Operating Expenditures	$1,711,876	$2,102,488	$3,768,465	$4,135,352	$366,887	10%
Capital Outlay	$0	$0	$1,804,450	$994,980	($809,470)	-45%
Expenditure Totals	**$3,778,930**	**$4,266,333**	**$8,145,668**	**$7,766,008**	**($379,660)**	**-5%**
Net Surplus or (Deficit)	**$850,135**	**$937,931**	**$0**	**$0**	**$0**	

INFORMATION TECHNOLOGY FUND

ESTIMATED REVENUES

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 520 Information Technology					
Charges for Services					
3412000 - Intrnl Service Charge, All Depts	$4,616,363	$5,204,205	$5,812,538	$4,843,782	$6,262,448
Charges for Services Totals	**$4,616,363**	**$5,204,205**	**$5,812,538**	**$4,843,782**	**$6,262,448**
Miscellaneous Revenues					
3640001 - Sale of Surplus Property	$1,465	$16	$0	$0	$0
3699000 - Misc. Revenues	$11,237	$44	$0	$115	$0
Miscellaneous Revenues Totals	**$12,702**	**$60**	**$0**	**$115**	**$0**
Other Sources					
3810100 - Interfund Transfers In	$0	$0	$486,290	($17,460)	$0
3940520 - From IT Fund Reserve	$0	$0	$1,846,840	$0	$1,503,560
Other Sources Totals	**$0**	**$0**	**$2,333,130**	**($17,460)**	**$1,503,560**
Revenue Totals:	**$4,629,065**	**$5,204,265**	**$8,145,668**	**$4,826,437**	**$7,766,008**

INFORMATION TECHNOLOGY FUND
FUND SUMMARY

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 520 Information Technology					
Personnel Services					
51201 - Salaries- Regular	$1,421,890	$1,541,432	$1,809,066	$1,271,108	$1,879,264
51202 - Salaries- Longevity	$2,000	$4,000	$4,000	$0	$4,000
51208 - Salaries- Service Awards	$350	$1,200	$250	$0	$700
51209 - Salaries- Auto Allowances	$4,800	$4,800	$5,200	$4,000	$4,800
51401 - Overtime	$2,944	$2,018	$10,000	$2,805	$10,000
52101 - FICA Taxes	$106,938	$115,945	$139,101	$96,278	$144,525
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$314,969	$277,122	$294,890	$214,272	$283,316
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$10,967	$11,373	$12,824	$8,634	$13,352
52301 - Life & Health Ins- Health	$199,680	$203,200	$294,500	$185,870	$292,680
52401 - Workers' Compensation	$2,516	$2,757	$2,922	$2,241	$3,039
Personnel Services Totals	**$2,067,054**	**$2,163,845**	**$2,572,753**	**$1,785,209**	**$2,635,676**
Operating Expenditures					
53116 - Prof Svc- Enterprise Network Svcs	$163,674	$200,325	$95,000	$73,065	$95,000
53138 - Prof. Svc- Business Cont./Disaster Recov Prog	$0	$0	$150,000	$0	$150,000
53401 - Other Svc- Contractual Services	$159,727	$149,286	$260,000	$175,842	$352,000
54101 - Communications Services Expense	$63,105	$68,801	$146,448	$70,279	$127,963
54302 - Utility Svc- Water & Sewer	$578	$632	$900	$362	$900
54303 - Utility Svc- Electric	$3,862	$3,715	$3,500	$2,224	$3,750
54601 - Repairs&Maint- Vehicle Usage	$6,166	$8,991	$15,804	$13,170	$19,476
54615 - Repairs&Maint- Computer Exp&Maint	$877,099	$1,174,143	$1,425,850	$813,684	$1,743,900
54617 - Repairs&Maint- Directed Work/Non-Contract	$326	$1,389	$1,000	$812	$1,000
54906 - Other Cur Chg - Emergency Response	$0	$0	$0	$105,638	$0
55101 - Office Supply Expenses	$4,837	$3,107	$11,300	$474	$9,700
55206 - Oper Sup- Tools & Materials	$22,150	$22,754	$33,500	$9,528	$33,500
55209 - Oper Sup- Fuel	$356	$513	$900	$355	$900
55233 - Oper Sup- Enterprise Multifactor Authentication	$0	$0	$120,380	$0	$120,380
55410 - Subscrip- DSM Cloud Backup & Archival Retention	$0	$0	$197,000	$0	$170,000
55411 - Subscrip- RedSky E911 Cloud Service Enhancement	$0	$0	$68,200	$0	$68,200
55501 - Training- Training & Education	$39,668	$41,172	$48,000	$9,436	$48,000
55900 - Depreciation Expense	$370,327	$427,660	$1,190,683	$0	$1,190,683
Operating Expenditures Totals	**$1,711,876**	**$2,102,488**	**$3,768,465**	**$1,274,869**	**$4,135,352**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$1,364,450	$536,979	$554,980
564099 - Mach&Equip- VMWare Site to Site Migr./Replic.	$0	$0	$440,000	$0	$440,000
Capital Outlay Totals	**$0**	**$0**	**$1,804,450**	**$536,979**	**$994,980**
Expenditure Totals:	**$3,778,930**	**$4,266,333**	**$8,145,668**	**$3,597,057**	**$7,766,008**

INFORMATION TECHNOLOGY FUND
GENERAL OPERATIONS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 520 Information Technology					
Personnel Services					
51201 - Salaries- Regular	$1,421,890	$1,541,432	$1,809,066	$1,271,108	$1,879,264
51202 - Salaries- Longevity	$2,000	$4,000	$4,000	$0	$4,000
51208 - Salaries- Service Awards	$350	$1,200	$250	$0	$700
51209 - Salaries- Auto Allowances	$4,800	$4,800	$5,200	$4,000	$4,800
51401 - Overtime	$2,944	$2,018	$10,000	$2,805	$10,000
52101 - FICA Taxes	$106,938	$115,945	$139,101	$96,278	$144,525
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	$314,969	$277,122	$294,890	$214,272	$283,316
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	$10,967	$11,373	$12,824	$8,634	$13,352
52301 - Life & Health Ins- Health	$199,680	$203,200	$294,500	$185,870	$292,680
52401 - Workers' Compensation	$2,516	$2,757	$2,922	$2,241	$3,039
Personnel Services Totals	**$2,067,054**	**$2,163,845**	**$2,572,753**	**$1,785,209**	**$2,635,676**
Operating Expenditures					
53116 - Prof Svc- Enterprise Network Svcs	$163,674	$200,325	$95,000	$73,065	$95,000
53401 - Other Svc- Contractual Services	$159,727	$149,286	$260,000	$175,842	$352,000
54101 - Communications Services Expense	$63,105	$68,801	$146,448	$70,279	$127,963
54302 - Utility Svc- Water & Sewer	$578	$632	$900	$362	$900
54303 - Utility Svc- Electric	$3,862	$3,715	$3,500	$2,224	$3,750
54601 - Repairs&Maint- Vehicle Usage	$6,166	$8,991	$15,804	$13,170	$19,476
54615 - Repairs&Maint- Computer Exp&Maint	$877,099	$1,174,143	$1,425,850	$813,684	$1,743,900
54617 - Repairs&Maint- Directed Work/Non-Contract	$326	$1,389	$1,000	$812	$1,000
54906 - Other Cur Chg - Emergency Response	$0	$0	$0	$105,638	$0
55101 - Office Supply Expenses	$4,837	$3,107	$11,300	$474	$9,700
55206 - Oper Sup- Tools & Materials	$22,150	$22,754	$33,500	$9,528	$33,500
55209 - Oper Sup- Fuel	$356	$513	$900	$355	$900
55501 - Training- Training & Education	$39,668	$41,172	$48,000	$9,436	$48,000
55900 - Depreciation Expense	$370,327	$427,660	$1,190,683	$0	$1,190,683
Operating Expenditures Totals	**$1,711,876**	**$2,102,488**	**$3,232,885**	**$1,274,869**	**$3,626,772**
Capital Outlay					
56408 - Mach & Equip- Capital Outlay	$0	$0	$1,364,450	$536,979	$554,980
Capital Outlay Totals	**$0**	**$0**	**$1,364,450**	**$536,979**	**$554,980**
Division Subtotals:	**$3,778,930**	**$4,266,333**	**$7,170,088**	**$3,597,057**	**$6,817,428**

INFORMATION TECHNOLOGY FUND
SPECIAL PROJECTS

APPROPRIATIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Original Budget	FY 2020 YTD Actual	FY 2021 Budget
Fund: 520 Information Technology					
Operating Expenditures					
53138 - Prof. Svc- Business Cont./Disaster Recov Prog	$0	$0	$150,000	$0	$150,000
55233 - Oper Sup- Enterprise Multifactor Authentication	$0	$0	$120,380	$0	$120,380
55410 - Subscrip- DSM Cloud Backup & Archival Retention	$0	$0	$197,000	$0	$170,000
55411 - Subscrip- RedSky E911 Cloud Service Enhancement	$0	$0	$68,200	$0	$68,200
Operating Expenditures Totals	**$0**	**$0**	**$535,580**	**$0**	**$508,580**
Capital Outlay					
564099 - Mach&Equip- VMWare Site to Site Migr./Replic.	$0	$0	$440,000	$0	$440,000
Capital Outlay Totals	**$0**	**$0**	**$440,000**	**$0**	**$440,000**
Division Subtotals:	**$0**	**$0**	**$975,580**	**$0**	**$948,580**

Financial Policies

The Town of Davie Financial Policies set forth the basic framework for the overall fiscal management of the Town. These policies represent a foundation, provide guidelines for evaluating both current activities and proposals for future programs, and assist the Town Council and the Town Administrator in making decisions. Most of the policies reflect long-standing principles, traditions and practices that have guided the Town in the past and which have helped to maintain financial stability.

The Town of Davie has established a comprehensive series of financial policies which embody recognized sound financial management concepts. It is anticipated that these policies will be amended as necessary during the Town's annual budget process and reconfirmed each year as a part of budget adoption.

The financial policies are organized under four subject headings:

I. ***General Fiscal Policy*** presents the overall guidelines for financial and accounting practices, including the basic framework for preparing the Town's operating and capital budgets, maintaining accounting records, and funding services on a non-discriminatory basis.

II. ***Fiscal Policy for Operating Revenue, Expenditures, and Fund Balance/Net Assets*** outlines the policies for budgeting and accounting for revenue and expenditure requirements, and providing adequate fund balance and net assets in the Town's various operating funds. This section includes several references to capital project funding in relation to the amount and type of support to be provided by the operating funds.

III. ***Fiscal Policy for Investments*** provides guidelines for investing operating and capital balances.

IV. ***Fiscal Policy for Capital Revenue and Expenditures and Debt Financing*** directly relates to the resources and requirements of the Capital Improvement Program. Included are overall policies on issuance of debt, as well as specific guidelines applicable to specific fund types.

The Town maintains budgetary controls to ensure compliance with its fiscal policies and legal provisions included in the Florida Statutes, the Town Charter, and those approved by the Town Council in the annual adopted budget.

The Town will normally adhere to these financial policies in the conduct of its operations. However, it must be noted that these policies are guidelines and not statutory limitations. Some of the policies, particularly with regard to recommended fund balance or net assets, are designed as goals to be pursued, not necessarily achieved on an annual or ongoing basis. The Town reserves the right to deviate from any or all of the financial policies if such action is determined by our Town Council to be in the best interest of the Town.

I. GENERAL FISCAL POLICY

GENERAL GUIDELINES

1. The Annual Operating Budget of the Town of Davie, Florida, shall balance the public service needs of the community with the fiscal capabilities of the Town. The Town's budget shall be adopted in September of each year following two public hearings. The Annual Operating Budget shall coincide with the fiscal year of the Town, commencing on October 1 and ending on September 30 of each year. Per Section 166.241 of the Florida Statutes, the budget must be balanced for all adopted funds. A balanced budget is defined as one in which the estimated revenues, including balances brought forward from prior fiscal years, are equal to the total appropriations for expenditures and reserves.

2. The Annual Operating Budget is intended to pursue the goals and objectives established by the Town Council for the next fiscal year. It is prepared by the Town Administrator, approved by the Town Council via ordinance, and is the basis for all expenditures necessary for conducting daily Town business.

3. The budget is a fund budget structured to provide departmental appropriations in conformance with:

a. Title XIV, Florida Statutes, which establishes the legal parameters for municipal taxation as well as budget preparation, presentation, adoption, execution and amendment;

b. The Town of Davie Charter and Code of Ordinances;

c. The Uniform Accounting System prescribed by the Florida Department of Financial Services; and

d. Accounting principles generally accepted in the United States of America for governments.

4. The Town of Davie shall operate under a unified and uniform budget system. The Town Administrator shall be responsible for developing appropriate budgetary procedures consistent with Florida Statutes, which shall be followed by all departments or divisions submitting budgets to the Town Council for approval. Budget guidelines/instructions and a budget calendar will be prepared each year to provide a framework within which the interactions necessary to formulate a sound budget should occur. At the same time, they will ensure that the Town will comply with all applicable Federal and State timelines and legal mandates.

5. Service programs will represent a balance of services, but will employ special emphasis on the Town's Strategic Priorities. These include: 1) Commitment to customer satisfaction; 2) Dedication to excellence in service delivery; 3) Respecting and promoting diverse and sustainable community and neighborhood values with consideration of our historic roots; 4) Creating an environment that is conducive to innovation, creativity, and collaboration; and 5) Nurturing the health, safety, and welfare of the community. Services shall be provided on a most cost-effective basis.

6. New programs, services, or facilities shall be based on general citizen demand, need, or legislated mandate.

7. The Town shall provide funding for public services on a fair and equitable basis, and shall not discriminate in providing such services on the basis of race, color, national origin, religion, sex, sexual preference, marital status, age, or disability.

8. In no event will the Town levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted debt levies, as limited by Section 200.081 Florida Statutes.

SPECIFIC GUIDELINES

1. The Town recognizes that its citizens deserve a commitment from the Town for fiscal responsibility, and that a balanced operating budget is the cornerstone of fiscal responsibility. Operating expenditures will be fiscally balanced with the revenues expected to be received during the fiscal year.

2. Budgets and expenditures for the Town shall be under Town Council appropriation control.

3. The budgets of the Town's governmental funds are prepared on a modified accrual basis of accounting. These include the General Fund and all Special Revenue Funds. As such, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period. Expenditures are recorded when a liability is incurred. At year-end, open encumbrance balances lapse in the General Fund.

4. The budgets of the Town's proprietary funds are prepared on the accrual basis of accounting. These include the Enterprise Funds and Internal Service Funds. As such, revenues are recorded when earned, regardless of the timing of related cash flows. Expenditures likewise are reported when a liability is incurred. The following are budgeting exceptions to the accrual basis of accounting for the Town's proprietary funds:

a. Capital outlays are budgeted as expenditures rather than depreciating them;

b. Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities;

c. Both principal and interest payments of debt service are budgeted as expenditures, rather than only interest payments being budgeted and principal payments representing a reduction in the liability.

5. Preparation of the Town's Annual Operating Budget shall be in such format as to allow correlation with the costs reported in the Town's Comprehensive Annual Financial Report, with content of said budget to include that required by Town Charter, Florida Statute, or as later revised by Ordinance of the Town Council. Detailed estimates shall be provided by account at the division or program level, summarized by department, then summarized by fund.

6. The Town's budgeting process must be dynamic and flexible enough to meet the changing needs of the departments throughout the fiscal year. As such, a means must be provided through which changing needs can be accommodated within the framework of applicable Florida Statutes and local ordinances. Changes may be made to the budget at any time throughout the fiscal year and up to 60 days after fiscal year end. Per the Town's Charter, intradepartmental budget transfers $5,000 and under may be approved by the Town Administrator and carried out by the Budget & Finance Department. Budget transfers exceeding $5,000, budget transfers between departments in the same fund and all budget amendments require approval by the Town Council. The Town Administrator may approve some intradepartmental transfers over $5,000, if the Town Council has delegated such authority for the fiscal year and so long as the net change in a department's total appropriation is zero. The level of budgetary control is established at the department level.

7. New programs or changes in policies that would require the expenditure of additional operating funds will be funded either through a reduction in programs of lower priority or through adjustments to rates, service charges or taxes. Requests for new programs or policies or changes to existing ones will be accompanied by an analysis of the short and long-term impact on the operational budget caused by such changed or new program or policy.

8. The Town shall prepare and implement a Capital Improvement Program (CIP), consistent with State requirements. The CIP shall schedule the funding and construction of projects for a ten-year period. The CIP shall be consistent with the Town's Comprehensive Plan, balancing the needs for improved public facilities and infrastructure within the fiscal capabilities of the Town. As directed in Section 8(E) (1) of the Town's Charter, each year the administrative head of the Town shall submit to the council a proposed capital program. The program shall be submitted by August 15 for the ensuing fiscal year. The projects and the project funding for the first year of the CIP must be specifically identified and approved by Town Council.

9. It is unlawful for the Town to expend or contract for the expenditures of more than the amount budgeted in any fund's annual appropriation for any fiscal year. An exception may be made for multi-year construction contracts where funding has been approved in the Capital Improvement Program and sufficient monies are available in the current year's budget to meet the progress payments within the current fiscal year.

10. The Town shall maintain its accounting records in accordance with accounting principles generally accepted in the United States of America (GAAP), applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB).

11. The Town shall maintain its capital and non-capital asset records in accordance with the policy and procedures set forth by the Budget and Finance Director. Individual assets costing $1,000 or more are accounted for. Annually, the Town updates the Town's asset inventory to ensure the accountability of Town assets.

12. If applicable, inter-fund loans must be supported by a fiscally sound source of funds available for repayment.

13. Basis of accounting refers to the point at which revenues or expenditures/expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made, regardless of the measurement focus applied. All governmental funds are accounted for using the modified accrual basis of accounting and the current financial resources measurement focus – revenues are recorded when susceptible to accrual, both measurable and available. All enterprise and internal service funds are accounted for using the accrual basis of accounting and the economic resources measurement focus – revenues are recognized when earned and expenses are recognized when incurred.

II. FISCAL POLICY FOR OPERATING REVENUE, EXPENDITURES AND FUND BALANCE/NET ASSETS

GENERAL GUIDELINES

1. Revenue

   a. Revenue projections will be based on an analysis of historical trends and reasonable assumptions made on a conservative basis of future conditions to ensure that estimates are realized.

   b. The Town will not use long-term debt to finance expenditures required for operations.

   c. As a general rule, operating budgets will be balanced using current year revenues to finance current year expenditures. Fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. However, balances exceeding the policy targets may be budgeted judiciously as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis, or for specific purposes, as designated.

   d. One-time revenues will be applied toward one-time expenditures to the extent feasible. The Town will avoid using temporary revenues to fund mainstream services. Ongoing revenues should be equal to or should exceed ongoing expenditures.

   e. Since ad-valorem is the General Funds greatest revenue source, the Town will attempt to maintain a stable tax base. The Town will budget 95 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes (Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value).

   f. A diversified and stable revenue system will be maintained to shelter the government from short-run fluctuations in any one revenue source. The Town should strive to diversify its revenues in order to maintain needed services, specifically during periods of declining economic activity.

   g. Unless otherwise stated explicitly by the Town Council, the Town will not earmark discretionary revenues for specific purposes. This will preserve the ability of the Town Council to determine the best use of available revenues to meet changing service requirements.

   h. The Town may charge the direct beneficiaries of Town services the full cost of providing those services based on comparative studies of other public and private sector entities and other considerations, such as public health and safety or ability to pay. The amount of a fee should not exceed the overall cost of providing the facility, infrastructure or service for which the fee is imposed. In calculating a cost, direct and indirect costs may be included. Service costs may be recalculated periodically, and fees will be adjusted accordingly.

   i. To some degree, the Town's largest revenue sources are somewhat unpredictable. For example, intergovernmental revenues and interest income, both of which are used to fund ongoing programs, are often difficult to forecast because receipts are largely dependent on the actual economic climate of a given period and thereby increase/decrease with the market economy. The Town recognizes this, and, therefore, performs its own due diligence to project these revenues accurately and conservatively. The Town looks at historical trends, does an analysis and also pays attention to the appropriate external influences (i.e. the economy, State Legislation) in projecting the upcoming budget year.

2. Expenditures

   a. Normal maintenance requirements necessary to sustain the basic asset value will be included in the expenditure budget of the proper operating fund.

   b. Contractual obligations required by labor agreements and compensation plans for employees will be included in the budget, dependent upon available funds.

c. Capital will be provided for major improvements and automation of services based on multiple-year planning and appropriate cost-benefit analyses. Future capital improvement requirements and equipment replacement will be included in operating plans or in the CIP. The annual amount set aside to provide reserves for future capital requirements will be tailored to the needs of the specific operation, if not established by bond resolution, and will be above the normal fund balance.

3. Unrestricted Fund Balance/Unrestricted Net Assets

a. Sound fiscal policy dictates some level of fund balances for a governmental entity. Fund balance is defined as the difference between assets and liabilities reported in a fund. It is also referred to as fund equity. Maintaining an adequate fund balance serves the following purposes: to secure and maintain the Town's investment-grade credit ratings, meet shortfalls in cash flow, and reduce susceptibility to emergency or unanticipated expenditures and/or revenue shortfalls.

b. The Town's Fund Balance Policy is established through Resolution R-2012-44, updated in Resolution 2016-85, and applies to the General Fund and all governmental funds. Per the adopted Fund Balance Policy, fund balance shall be composed of non-spendable, restricted, committed, assigned and unassigned amounts.

c. The adopted Fund Balance Policy establishes:

(i) Fund balance policy for the Town's General Fund and all other governmental funds;
(ii) Restrictions, commitments and assignments of fund balance for the Town's General Fund and all other governmental funds;
(iii) The spending order of fund balances.

d. Non-Spendable Fund Balance

(i) Non-spendable fund balance is established to report items that are not expected to be converted to cash such as inventory and prepaid items; items not currently in cash form such as the long-term amount of loans and notes receivable as well as property acquired for resale; and, items legally or contractually required to be maintained intact.

(ii) The following Non-spendable Fund Balance classifications are examples of those that may be used in reporting the Town's financial position:

a. <u>Inventory Reserve</u> – The Inventory Fund Balance Reserve reflects those amounts relating to inventories that are not in a spendable form.

b. <u>Prepaid Expenditures</u> – The Prepaid Expenditures Fund Balance Reserve reflects those amounts relating to prepaid expenditures that are not in a spendable form.

e. Restricted Fund Balance

(i) Amounts that can be spent only for specific purposes stipulated by (a) external resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation. A number of items that would otherwise qualify as restricted fund balance of the General Fund will instead be budgeted and reported in special revenue funds or capital project funds as appropriate.

(ii) The following Restricted Fund Balance classifications are examples of those that may be used in reporting the Town's financial position:

a. <u>Debt Service Reserve</u> – The Debt Service Reserve reflects those amounts relating to voted debt service ad valorem tax revenues collected in excess of actual principal and interest

payments on the voted debt service bond issue(s) and which are thereby restricted to be used for future debt service payments of principal and/or interest.

b. Building Reserve – The Building Reserve reflects those amounts relating to building division permitting revenues collected in excess of actual building division expenditures and which are thereby restricted to be used for future payment of building division expenditures as allowed by Florida State Statutes.

f. Committed Fund Balance

(i) Commitment of fund balance may be made for such purposes including, but not limited to: a) major maintenance and repair projects; b) meeting future obligations resulting from a natural disaster; c) accumulating resources pursuant to stabilization arrangements; d) establishing reserves for disasters; and/or e) for setting aside amounts for specific projects.

(ii) Commitment of fund balance may be made from time-to time by ordinance or resolution of the Town Council. Commitments may be changed or lifted only by the Town Council taking the same formal action that imposed the constraint originally. The use (appropriation) of committed fund balances will be considered in conjunction with the annual budget adoption process or by budget amendment approved by the Town Council during the fiscal year.

(iii) The following fund balance reserves are established in the General Fund:

a. Hurricane/Emergency and Disaster Recovery Operating Reserve - The Hurricane/Emergency and Disaster Recovery Operating Fund Balance Reserve is to be maintained at 25% of the upcoming fiscal year originally adopted General Fund's budgeted revenues (including Other Financing Sources). This reserve is established for the purposes of responding to and providing relief and recovery efforts to ensure the maintenance of services to the public during hurricane/emergency/disaster situations. Such emergencies include, but are not limited to hurricanes, tropical storms, tornadoes, flooding, terrorist activity and other natural or man-made disasters. Additional funds may be appropriated when necessary via a budget amendment ordinance. This Reserve may not necessarily be established in the annual budget. In the event these funds are utilized, they should be replenished in order to prepare for possible future events. The Town will make every effort to replenish this reserve over a five-year period beginning with the completion of recovery from the event for which the reserve funds were used.

b. Contingency and Capital Reserve – The Contingency and Capital Reserve fund balance provides a mechanism for legally saving money to fund an unanticipated expenditure or to finance future infrastructure, equipment and other requirements. This reserve could include the following two items: An amount to be maintained at 3% of the upcoming fiscal year originally adopted General Fund's budgeted revenues and/or the flexibility to dedicate .1 mills of the upcoming fiscal year operating millage rate to capital projects.

g. Assigned Fund Balance

(i) Assignment of fund balance may be: a) made for a specific purpose that is narrower than the general purposes of the government itself; and/or b) used to reflect the appropriation of a portion of existing unassigned fund balance to eliminate a projected deficit in the subsequent year's budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

(ii) Assigned fund balance shall reflect management's intended use of resources as established by either a) the annual budget process (and any amendments thereto) or b) by agreement of the Budget and Finance Director and Town Administrator (or designee) prior to the end of each fiscal

year. Assigned fund balance may or may not be appropriated for expenditure in the subsequent year depending on the timing of the project/reserve for which it was assigned.

(iii) The Designated Carry Forward Assigned Fund Balance classification is an example of one that may be used in reporting the Town's financial position. The Designated Carry Forward Fund Balance Reserve is assigned by the Town as set forth in the annual budget and any amendments thereto to provide funds for differences if any between budgeted revenues and expenditures.

h. Unassigned Fund Balance is the residual classification for the General Fund and represents fund balance that has not been restricted, committed or assigned to specific purposes within the General Fund.

i. Disbursement of Fund Balance Reserves within the fund balance reserves shall be authorized by an ordinance of the Town Council and may be approved by inclusion in the approved annual budget and amendments thereto or shall be authorized pursuant to any ordinances or procedures adopted by the Town Council such as the Town's procurement code.

j. Special Revenue Funds

(i) Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

(ii) The restricted or committed proceeds of specific revenue sources should be expected to continue to comprise a substantial portion (hereby established as a minimum of 50%) of the inflows reported in the fund. The Budget and Finance Department will discontinue reporting a special revenue fund, and instead report the fund's remaining resources in the General Fund, if the government no longer expects that a substantial portion of the inflows will derive from restricted or committed revenue sources.

k. Capital Project Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital project funds exclude those types of capital-related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments.

l. The actual amount of unrestricted fund balance (total of committed fund balance, assigned fund balance and unassigned fund balance) is not known until the completion of the annual audit, which is completed approximately six months after the end of the fiscal year being audited. However, an estimate of unrestricted fund balance (also called estimated beginning fund balance) will be made during the annual budget adoption process (July through September) which is prior to the end of the fiscal year, September 30th.

m. Spending Order of Fund Balances - The Town spends restricted amounts first when both restricted and unrestricted fund balances are available unless there are legal documents/contracts that prohibit doing this, such as in grant agreements requiring dollar for dollar spending. Additionally, the Town would first use committed fund balance, followed by assigned fund balance and then unassigned fund balance when expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used.

n. Open encumbrances at the end of the fiscal year may only be classified as committed or assigned, depending on at what level of authorization originally established them.

o. Annual Review - Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process. Minimum reserve targets may also be reviewed during the budget process. Any changes to the targeted amounts established herein must be approved by the Town Council.

SPECIFIC GUIDELINES

1. General Fund

    a. The General Fund is the principal operating fund of the Town and will account for activities not reported in another type of fund for legal or managerial reasons.

    b. The operating budget of the General Fund will be prepared based on 95% of the certified taxable value of the property tax roll and conservative estimates of other sources of General Fund revenue.

    c. Service charges and fees for all General Fund services will be analyzed to ensure an appropriate proportional recovery of direct costs and overhead.

2. Special Revenue Funds

    a. Special revenue funds will be used to account for specific revenue sources that are restricted to expenditures for specific purposes. Dedicated operations that cover only a substantial portion of their costs by user fees and charges, and therefore require ongoing operating subsidies, will be classified as special revenue funds.

    b. Special revenue funds include Community Redevelopment Agency, Community Development Block Grant, Impact Fees (Parks and Open Space, Fire, Police and General Government), Forfeiture, Affordable Housing and Community Endowment.

3. Enterprise Operating Funds

    a. Enterprise funds will be used to account for those activities where the costs are expected to be funded by user fees and charges. Enterprise Funds include the Water and Sewer Fund and the Golf Fund.

    b. Enterprise Operating Funds will pay the General Fund their proportionate share of the cost of general administrative departments. The Water and Sewer Fund and Golf Fund should be able to produce sufficient revenue from service charges to fully recover all direct operating costs and overhead, plus provide for debt service and major capital outlay. Initial startup of operations or specific circumstances may require an individual enterprise to be subsidized for a limited period of time; however, it is fully expected that these operations will be self-supporting over time and will repay any subsidy to the General Fund as revenues permit.

    c. Service charges, rent and fee structures will be established to ensure recovery of all costs.

    d. The expenditure requirements of the Enterprise Operating Funds will include all expenses of the operations, as well as any debt payments for interest.

    e. A review of service cost and rate structures of the Water and Sewer Fund charges will be performed on an as needed basis. The adopted budget will set forth the cost requirements to be recovered by the service charges, which will be based on the cost of services provided.

4. Internal Service Funds

    a. The Internal Service Funds will be used to account for the cost of providing specific goods or services to Town departments where those services can reasonably be apportioned to the users on a cost-reimbursement basis.

    b. Charges to departments for internal services rendered will be sufficient to cover the total cost of performing services on an efficient basis. Rates or rate schedules for such charges shall be presented to the Town Administrator prior to the planned date of implementation.

c. Replacement of equipment, including considerations for inflation, will be included in the cost of furnishing services.

d. Lease purchase or borrowing of funds will be considered appropriate only if the cost saving benefits will accrue in future years during the useful life of assets acquired by such methods.

e. Internal Service Funds include Vehicle Maintenance, Self Insurance, and Information Technology.

III. FISCAL POLICY FOR INVESTMENTS

GENERAL GUIDELINES

1. The investment of Town funds shall be controlled by the Town's Investment Policy, approved by the Town Council through Resolution 2003-070 and shall conform to Florida Statutes 218.415.

2. The Town contracts with an investment management services provider that was selected via a request for proposal. The funds that are not invested by the investment management services provider are primarily deposited into a Qualified Florida Public Depository checking account owned by the Town. The balance of investible cash may be deposited with the investment pools of the State or the Florida League of Cities, or may be invested in authorized money market funds and other investment vehicles held at other asset management firms as defined in the Town's investment policy.

3. Bond or loan proceeds for construction funds are to be held in a qualified financial institution separate from the Town's operating accounts.

4. The investment management services provider shall make a presentation to the Budget Advisory Committee at least bi-annually.

5. Arbitrage restricted bond proceeds for construction funds may be held in a separate account and earn applicable interest income and investment income, as guided by the Town's Investment Policy.

IV. FISCAL POLICY FOR CAPITAL REVENUE AND EXPENDITURES AND DEBT FINANCING

GENERAL GUIDELINES

1. Revenue sources for the first year of the Capital Improvement Program Plan shall be based on conservative assumptions of dedicated revenue sources.

2. Expenditures

   a. Capital projects shall be justified in relation to the Town's Comprehensive Plan and Council direction.

   b. Capital expenditures include money spent to acquire or upgrade physical assets (i.e. buildings, infrastructure, machinery, land).

   c. Estimated requirements for capital projects shall include all costs reasonably associated with the completion of the project.

   d. The impact of each project on the operating revenues and expenditures of the Town shall be analyzed as required by the General Fiscal Policy as previously stated.

   e. Consistent with IRS regulations, debt repayment will not exceed the average life of improvements.

3. Debt Financing

   a. Long Term Debt: Annual debt service payments will be level over the life of a bond issue, unless fiscal or other constraints dictate an alternative approach. A policy of full disclosure will be followed in all financial reports and official statements for debt.

   b. Medium Term Debt: Lease-purchase agreements, bonds, loans, or other debt instruments may be used as a medium-term (3 to 10 years) method of borrowing for the financing of vehicles, other specialized types of equipment, or other capital improvements. The equipment or improvement must have an expected life of more than three years. The Town will determine and utilize the least costly financing methods available. Such debt arrangements will be repaid within the expected life of the equipment or improvement acquired.

   c. Short Term Debt: Short-Term borrowing may be utilized as temporary funding for anticipated tax revenue; anticipated grant payments, anticipated bond proceeds, or other expected revenues. Anticipated funding is defined as an assured revenue source with the anticipated amount based on conservative estimates. Such borrowing may utilize a short-term note maturing before the end of the current appropriation period. Other short-term debt, such as tax-exempt commercial paper, bond anticipation notes, or tax anticipation notes, may be used when it provides immediate financing and an interest advantage, or delays long-term debt until market conditions are more favorable. The Town will determine and utilize the least costly method for short-term borrowing. Short-term debt may be refunded in accordance with applicable Federal laws.

SPECIFIC GUIDELINES

1. General Capital Improvements: General capital improvements, or those improvements not related to municipally-owned enterprises, may be funded from General Fund revenues or fund balances, the sale of revenue bonds or general obligation bonds/loans, special revenues, special assessments and grants.

   a. Pay-As-You-Go Capital Improvements: Pay-as-you-go capital improvements may be funded from General Fund revenues or fund balances, state and federal grants, special assessments, or other sources of revenue that may become available to the Town. Major capital projects related to the delivery of general public services shall be paid from general purpose revenues. It is recognized that the allocation of funds in any given year of the program may vary significantly from these parameters due to prioritization and scheduling of projects.

   b. Special Assessments: When special assessments are used, the interest rate charged will be established by Town Council consistent with State law.

   c. Revenue Bonds Debt Limit: Sale of revenue bonds for capital improvements will be limited to that amount which can be supported from the pledge of non-ad valorem revenue of governmental funds.

2. Enterprise Capital Improvements: Enterprise funds improvements may be funded from operating revenue or unrestricted net assets, the sale of revenue bonds, loans, special assessments and grants.

   a. Pay-As-You-Go Capital Improvements: Enterprise funds may support needed capital improvements on a pay-as-you-go basis from operating revenues, from unrestricted net assets, assessments, reserves (i.e. renewal and replacement, capital replacement account) and grants. Major capital projects related to the delivery of municipally owned enterprises will be paid from the revenue of that enterprise fund.

   b. Special Assessments: When special assessments are used for enterprise-related improvements, the interest rate charged will be established by Town Council consistent with State law.

   c. Revenue Bonds Debt Limit: Sale of revenue bonds will be limited to that amount which can be supported from user fees generated, or combination of other revenues

Acronyms/Abbreviations

ADA	Americans with Disabilities Act
AED	Automated External Defibrillator
AMI	Automated Meter Information
AMR	Automated Meter Reading
APA	American Planning Association
ASMTS	Assessments
AVL	Automatic Vehicle Locator
BBR	Betty Booth Roberts Park
BC	Broward College
BCPA	Broward County Property Appraiser (Office)
BCAD	Broward County Aviation Department
BTR	Business Tax Receipts
CAFR	Comprehensive Annual Financial Report
CARES ACT	Coronavirus Aid, Relief, and Economic Security Act of 2020
CDBG	Community Development Block Grant
CDBG-CV	Community Development Block Grant Coronavirus Response (CARES Act)
CERT	Community Emergency Response Team
CIAC	Contribution in Aid of Construction
CIGP	County Incentive Grant Program
CIP	Capital Improvement Program Capital Improvement Project
CO	Certificate of Occupancy
COBIT	Control Objectives for Information & Related Technology
COP	Community Oriented Policing
COVID-19	Coronavirus Disease 2019
CPR	Cardiopulmonary Resuscitation
CRA	Community Redevelopment Agency
CRF	Coronavirus Relief Fund
CRS	Citizen's Response System
CRT	Crisis Response Team
CST	Communications Services Tax
CTR	Center
DMIA	Davie Merchant Industrial Association
DRC	Development Review Committee
DRI	Disaster Recovery Initiative
DROP	Deferred Retirement Option Plan
DS/CS	Distribution System/Collection System
DW	Drinking water
EDC	Economic Development Council
EECBG	Energy Efficiency Community Block Grant
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EPLI	Employment Practices Liability Insurance
ERP	Enterprise Resource Planning
EST	Estimated
F/T	Full Time
FD	Fire Department
FACTA	Fair and Accurate Credit Transaction Act
FAU	Florida Atlantic University
FBI-CJIS	Federal Bureau of Investigations – Criminal Justice Information Services
FDLE	Florida Department of Law Enforcement
FEMA	Federal Emergency Management Agency
FF	Firefighter
FICA	Federal Insurance Contributions Act
FISMA	Federal Information Security Management Act
FOC	Field Operations Center
FOP	Fraternal Order of Police, Inc.
FOPA	Fraternal Order of Police Associates
FPL	Florida Power and Light
FT	Full Time
FTE	Full Time Equivalent
FTGS	Fittings
FV	Fair Value
FY	Fiscal Year (Oct. 1 through Sept. 30)
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GEEC	Green Energy & Environmental Committee
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GLTD	General Long Term Debt
GO	General Obligation Bond
GOV Q/A	Citizen's Support Software Program
GPS	Global Positioning System
H2H	Headstart to Homeownership
HOME	HOME Investment Partnerships Program
HR	Human Resources
IAFF	International Association of Fire Fighters
HCA	Hospital Corporation of America
HVAC	Heating, Ventilation & Air Conditioning
I & I	Infiltration & Inflow
INC	Incorporated
IT	Information Technology
ITIL	IT Infrastructure Library
KPI	Key Performance Indicator
LAN	Local Area Network
LDR	Land Development Regulation
LOS	Level of Service
LPR	License Plate Reader
LS	Lift Station
MGD	Million Gallons per Day
MGT	Management
MIS	Management Information Systems
N/A	Not Available or Not Applicable
NIMS	National Incident Management System
NIST	National Institute of Standards and Technology

Acronyms/Abbreviations

NPDES	National Pollutant Discharge Elimination System
NSP	Neighborhood Stabilization Program
NSU	Nova Southeastern University
NWS	New World Systems
OPEB	Other Post-Employment Benefits
OSSI	Office Software Solutions Incorporated
P/T	Part Time
PAL	Police Athletic League
PD	Police Department
PIMPC	Pine Island Multipurpose Center
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSA	Police Service Aide
PST	Police Service Technician
PT	Part Time
PW	Public Works Department
RAI	Request for Additional Information
RECTRAC	Recreation Management Software
RO	Reverse Osmosis
ROW	Right-of-Way
RQRD	Required
SaaS	Software as a Service
SAFER	Staffing for Adequate Fire and Emergency Response
S&P	Standard and Poor's
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
SFEC	South Florida Education Center
SHIP	State Housing Initiative Partnership
SOE	Supervisor of Elections
SOH	Save Our Homes
SP	Strategic Priority
SR7	State Road 7 / US 441
SRO	School Resource Officer
SRT	Special Response Team
SVC	Service
SW	Southwest
SWMP	Storm Water Master Plan
TA	Town Administrator
TAC	Terminal Agency Coordinator
TCAR	Town Council Agenda Report
TMDL	Total Maximum Daily Load
TIF	Tax Increment Financing
TPA	Third Party Administrator
TRIM	Truth in Millage
VM	Virtual Machine
UF	University of Florida
WAN	Wide Area Network
WTP	Water Treatment Plant
WW	Wastewater
W/WW	Water/Wastewater
WWTP	Wastewater Treatment Plant
YTD	Year-To-Date, August 9, 2020

Glossary of Terms

Account	A financial reporting unit. All budgetary transactions are recorded by account.
Accrual	An accounting entry recognizing a revenue or expense that has been incurred but not yet received or spent.
Accrual Basis of Accounting	A method of accounting in which revenues are recognized when earned (when service is provided) and expenses are recognized when incurred (when the benefit is received). Enterprise and internal service funds are accounted for using this method.
Action Items	The tasks needed to accomplish the Town's Strategic goals and outcomes. They may include specific tasks, projects, programs or strategies that will realize the Strategic outcome and goal.
Ad Valorem	Revenue generated by placing a tax on the value of real, personal, and centrally assessed property that is subject to taxation, as defined by Florida Statutes.
Affordable Housing Fund	The Affordable Housing Fund accounts for the collection and disbursement of funds associated with the Town's affordable housing incentive program as defined in Article XVII of the Land Development Code.
Amended Budget	The adopted budget as formally adjusted by the Town Council.
Amortization	The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.
Annual Budget	A budget applicable to a single fiscal year.
Appropriation	A legal authorization to incur obligations and to make expenditures for specific purposes.
Assessed Value	The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.
Assigned Fund Balance	Includes spendable fund balance amounts established by management of the Town that are intended to be used for specific purposes that are considered neither restricted nor committed. Amounts should not be reported as assigned to a specific purpose if the assignment would result in a deficit unassigned fund balance.
Automated Meter Information System	A metering system that records customer consumption hourly or more frequently and that provides for daily or more frequent transmittal of measurements over a communication network to a central collection point.
Balanced Budget	A budget in which the estimated revenues, including balances brought forward from prior fiscal years, are equal to the total appropriations for expenditures and reserves.
Bond	A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money by a specified maturity date or dates in the future, together with interest at a specified rate.
Bond Issue	A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future together with periodic interest at a specified rate.
Broward County	A county in southeastern Florida that with two other counties comprise the Miami metropolitan area.

Glossary of Terms

Broward County Transportation Surtax	A thirty year, one percent sales tax surtax approved by Broward County voters in 2018 to fund transportation programs and improvements.
Budget	An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document that communicates programmatic goals and objectives and the anticipated means and resources for achieving them.
Budget Calendar	A schedule of key dates related to the development, preparation, adoption, and administration of the annual budget.
Budget Highlights	A summary of the most important challenges of the budget year and changes from the previous years (staffing, programmatic and service level).
Budget Message	An executive-level overview of the proposed budget delivered by the Town Administrator to the Town Council. It discusses the major Town issues and the proposed means of dealing with them, highlights key experiences during the current fiscal year, and indicates how current and proposed budgetary plans will meet the Town's objectives.
Budget Transfer	Budget amounts transferred from one fund, department, division/program or line item to another to assist in financing the service of the recipient fund, department, division/program or line item.
Capital Budget	The first year of the capital improvement program, which includes capital project appropriations and the revenues required to support the projects.
Capital Expenditures	Capital expenditures include money spent to acquire, construct or upgrade physical assets such as buildings, infrastructure, machinery/equipment and land.
Capital Improvement Program	A plan for capital expenditures planned for the next ten years. The program specifies both proposed projects and the resources estimated to be available to fund projected expenditures.
Capital Outlay	Expenditures for capital items such as equipment, machinery, or vehicles greater than $1,000 from operating funds. These are appropriated in the programs within the Town's operating budget.
Charges for Services	Revenues received in exchange for a particular service provided. An example is revenue received by the water and sewer fund from a utilities customer based upon their water usage that month.
Collection System	Wastewater system consisting of an interconnected series of gravity lines, force mains and other components to gather the used water from homes, businesses and industries and convey it to a wastewater treatment plant. This type of system is also called a sanitary sewer.
Committed Fund Balance	Amounts that can be used only for the specific purpose(s) determined by a formal action (ordinance/resolution) of the Town Council, the Town's highest level of decision making authority. Commitments may be changed or lifted only by the Town Council taking the same formal action (ordinance/resolution) that imposed the constraint originally. Resources accumulated pursuant to stabilization arrangements sometimes are reported in this category.
Community Development Block Grant (CDBG)	A U.S. Department of Housing and Urban Development grant. The grant funds local programs for affordable housing, anti-poverty and infrastructure development.

Glossary of Terms

Community Development Block Grant (CDBG) Fund	The fund used to account for the Town's CDBG grant and other grants received from the U.S. Department of Housing and Urban Development and administered by the Town's Office of Community Development.
Community Oriented Policing Service Grant (COPS)	A U.S. Department of Justice Community Oriented Policing Services grant. These grants may provide staffing, technology or other enhancements to the police department.
Community Redevelopment Agency (CRA)	A public entity created by the Town under Florida Statutes to eliminate and prevent conditions of blight in a designated area. The Town Council serves as the CRA Board. Tax Increment Financing (TIF) is used for public improvements and other redevelopment programs or projects.
Comprehensive Annual Financial Report (CAFR)	This official report completed annually after the end of the fiscal year presents the status of the Town's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.
Contingency	An appropriation of funds to cover unforeseen expenses that may occur during the budget year.
Contribution in Aid of Construction (CIAC)	Capital additions such as water mains, pumps, etc. contributed to a water utility by a real estate developer. The water utility may not earn a return on such contributions.
Control Objective for Information & Related Technology (COBIT)	A set of control objectives that helps IT management and governance professionals manage IT operations regardless of the organization's size. Released in 1996 and is researched, developed, maintained and published by the Information System Audit and Control Association (ISACA).
Coronavirus Aid, Relief, and Economic Security (CARES) Act	An economic stimulus bill passed by the 116th U.S. Congress and signed into law by President Trump in March 2020 in response to the economic fallout of the COVID-19 pandemic in the United States.
Coronavirus Disease 2019 (COVID-19)	A respiratory illness caused by a coronavirus that can spread from person to person and is characterized by fever, coughing, and shortness of breath.
Cost Allocation	Method designed to recover indirect costs from activities for the administration of specific services provided to those activities.
Culture/Recreation	Class of expenditures for the cost of providing and maintaining cultural and recreational facilities and activities for the benefit of citizens and visitors, including special events.
Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debt instruments used by the Town of Davie may include general obligation bonds, special obligation bonds, bond anticipation notes, and tax anticipation notes. All debt instruments must be approved by the Council. All G.O. (General Obligation) bonds must be approved by the voters.
Debt Service	Payment of principal and interest on borrowed funds such as bonds and loans.
Deficit	The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.
Department	An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

Glossary of Terms

Depreciation	The decrease in value of physical assets due to use and the passage of time.
Distribution System	Water distribution system consisting of interconnected components to provide an uninterrupted supply of pressurized safe drinking water to all consumers. Elements include pipes, storage facilities and components that convey drinking water.
Division	An organizational sub-unit of a department or a unit reporting to the Town Administrator's Office, responsible for carrying out a more specific function or program. Examples include the Facilities Maintenance Division of the Public Works Department and the Planning & Zoning Division.
Economic Environment	Class of expenditures for services which develop and improve the economic condition of the community and its citizens. Includes services such as industry development and housing and urban development.
Encumbrance	Obligations incurred in the form of orders, contracts, and similar items that will become payable when goods are delivered, or services provided.
Enterprise Fund	A self-supporting fund designed to account for activities supported by user charges.
Expenditure / Expense	The disbursement of appropriated funds to purchase goods and services, as well as costs for the use or time-related declining value (depreciation) of assets. Categories of expenses included in the operating budget are personal services, operating expenditures, debt service, other current charges and capital outlay.
Fiduciary Fund	A fund used to report assets held in trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. This category includes pension trust funds, investment trust funds, private-purpose trust funds, and agency funds.
Field Operations Center (FOC)	The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place.
Fiscal Year	The period of 12 consecutive months designated as the budget year. The Town's fiscal year runs from October 1 through September 30.
Fund	A fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue, and expenses necessary to disclose financial position and the results of operations.
Full Time Equivalent (FTE)	A part-time position converted to the decimal equivalent of a full time position based on 2,080 hours per year.
Fund Balance	The difference between assets and liabilities reported in a governmental fund. It is also referred to as fund equity.
General Fund	The fund used to account for both general government activities and those activities not required to be accounted for in another fund.
General Government	Class of expenditures that includes services provided by the legislative and administrative branches of local government for the benefit of the public and the governmental body as a whole. Includes functions such as executive management, finance, legal counsel, comprehensive planning, debt service, and facility maintenance.

Glossary of Terms

General Obligation Bond (GO)	A method of financing for capital improvement projects that are specifically authorized by the electorate and for which the full faith and credit of the issuing government is pledged. The bonds are repaid using the Town's taxing power.
Governmental Fund	Term used in government accounting to apply to all funds except for the profit and loss funds. Examples of governmental funds are the general fund, special revenue fund and capital projects fund. Governmental funds use the modified accrual accounting method.
Grant	A contractual relationship under which a governmental agency or non-governmental organization provides funding to the Town of Davie in support or a specific function, program, or project.
Homestead Exemption	Pursuant to the Florida State Constitution, the first $25,000 of the assessed value of a home which the owner occupies is exempt from the property tax. An additional $25,000 exemption is applied to taxable values between $50,000 and $75,000 to further reduce the net taxable value of owner-occupied properties.
HTE	The Town's primary data application vendor from 1991 to 2010, also known as Sungard.
Human Services	Class of expenditures for the care, treatment and control of human illness and injury and for the welfare of the community as a whole and its individuals.
Inflation	A general increase in prices and fall in the purchasing value of money.
Information Technology Infrastructure Library (ITIL)	A public framework that describes Best Practice in IT service management and provides a framework for IT governance, with focus on the continual measurement and improvement of the quality of IT service delivery from a business and customer perspective.
Infrastructure	The equipment, facilities, roads, sidewalks, drainage, lighting, and other fixed assets necessary to provide services and which have value to the municipality.
Interest income	Revenue associated with the cash management activities of investing fund balances.
Intergovernmental Revenues	Revenues received from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.
Internal Service Fund	A fund established to account for an entity which provides goods and services to other Town entities and charges those entities for the goods and services provided.
Judgments, Fines & Forfeits	Revenue category including fines and penalties imposed for the commission of unlawful actions and revenues resulting from the confiscation of and sale of seized property.
Key Performance Indicator (KPI)	A collection of information to measure the efficiency, quality and effectiveness of government programs and services and to measure progress made toward achieving the organization's stated mission, goals and objectives.
Local Area Network (LAN)	Multiple computers connected by a communications system which enables them to share data.
Local Option Taxes	Revenue category for local taxes on fuel and alcoholic beverages, and on insurance premiums to assist with firefighters' and police officers' pensions.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.

Glossary of Terms

Major Fund	A fund whose revenues, expenditures, assets or liabilities are at least 10 percent of the total for their fund category and 5 percent of the aggregate of all governmental and enterprise funds in total. Any other fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users.
Mil (or Mill)	A taxation unit equal to one dollar of tax obligation for every $1,000 of taxable assessed value of property. Also, may be spelled as mill.
Millage Rate	The ad valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.
Miscellaneous Revenue	Revenue category including items such as interest, gain or loss on investments, rents and royalties, sale of fixed assets, contributions/donations from private sources, and settlements.
New World Systems	The Town's primary data application vendor for accounting, human resources, payroll, utility billing, and community development.
Non-Departmental	Functions and accounts which are not directly related to any department's primary service activities.
Non Major Fund	A fund not defined as a Major Fund
Non-Operating Expense	Expenses chargeable to a program which are not personnel costs or purchases of services, supplies or materials.
Non-Spendable Fund Balance	Amounts that are (a) not in spendable form or (b) legally or contractually required to be maintained intact. "Not in spendable form" includes items that are not expected to be converted to cash (such as inventories and prepaid amounts) and items such as long-term amount of loans and notes receivable, as well as property acquired for resale.
Objective	A clear statement of what a program is intended to accomplish in the short-term, given set resources.
Operating Budget	An annual budget for general revenues and expenditures such as personnel, supplies, utilities, maintenance, other operating expenses and capital outlay.
Operating Expenses	The costs of government services which are directly attributable to a specific Town program or operation. These represent non-personal services expenses such as supplies/materials, utilities, maintenance, training, transportation, fuel, printing, etc.
Ordinance	A formal, legislative enactment by the Town Council that carries the full force and effect of the law within the corporate boundaries of the Town unless it conflicts with any higher form of law, such as state of federal.
OSSI	Computer aided dispatch and records management software system used by law enforcement.
Other General Taxes	Revenue category including communication services taxes and local business taxes (formerly occupational license tax).
Other Sources	Revenue category including inter-fund transfers in, contributions from enterprise operations, and the use of reserves/fund balance.

Glossary of Terms

Other Uses	Class of expenditures including inter-fund transfers, installment purchases, capital leases, and non-operating costs, such as the set aside of funds for reserve purposes.
Pandemic	A disease outbreak that spreads across countries or continents and usually impacts many people.
Performance Measures	Specific quantitative and qualitative measures of work performed.
Permits, Fees & Special Assessments	Revenue category including user fees, building and other permit fees, inspection fees, franchise fees, impact fees, and special assessments.
Personnel Services	Employer paid costs for employee salaries, wages and benefits, including items such as overtime, clothing allowances, retirement contributions, workers' compensation, federal taxes, and insurance for employees.
Physical Environment	Class of expenditures for services provided for the primary purpose of achieving a satisfactory living environment by controlling and utilizing elements of the environment, such as utilities services, conservation and resource management and stormwater management.
Principal	In reference to repayment of debt obligations, principal is the portion applied to the original debt. The remaining portion of the payment is applied to interest accrued on the outstanding debt and applicable services charges.
Program	Group activities, operations or organizational units directed to attain specific objectives and budgeted as a sub-unit of a department, or in place of a division sub-unit.
Public Safety	Class of expenditures incorporating services for the security of persons and property, typically police and fire-rescue services.
Refunding	Retiring an outstanding bond issue at maturity or in advance by using money from the sale of a new bond offering. Advance Refunding is usually done because the new bond issuance can be done at a lower rate than the outstanding bond issue.
Reserves	A portion of the fund balance or retained earnings that may be segregated for a specific purpose.
Resolution	A legislative act by the Town Council with less legal formality than an ordinance.
Restricted Fund Balance	Amounts that can be spent only for specific purposes stipulated by (a) external resource providers such as creditors (by debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.
Retained Earnings	An account which reflects accumulated net earnings (or losses) of a proprietary or similar fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.
Revenue	Money that the government receives as income. It includes taxes, service, permit or user fees, receipts from other governments, fines, forfeitures, grants, shared revenues, interest income, etc. Revenue is used to fund expenditures in a fiscal year.
Revenue Bonds	A municipal bond whose principal and interest are guaranteed by revenues generated by a specified revenue source or project and not the government's taxing authority.

Glossary of Terms

Right-of-Way (ROW)	Strip of land over or within which facilities such as roads, sidewalks or utility lines are built.
Rolled Back Rate	The millage rate that will provide the same ad valorem tax revenue as was levied during the prior year, exclusive of new construction, additions to structures, deletions, and property added (i.e. annexations).
Save Our Homes (SOH)	State laws that limit any increase to the assessed value of a homesteaded property. Increases are limited to the lesser of 3% or the Consumer Price Index for All Urban Consumers, U.S. City Average.
Special Assessment	A non-ad valorem, compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties, as in an assessment for the provision of solid waste service and fire service.
Special Revenue Fund	A fund used to account for the proceeds of revenues that are legally restricted to expenditures for a specific purpose.
State Housing Initiative Partnership (SHIP)	A State of Florida grant which provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.
Strategic Goal	A statement representing a desired result of the Strategic Plan. They are the means to achieve the strategic priorities and are measurable, with specific resources assigned, time frames allocated, and responsibilities determined.
Strategic Outcome	A measurable statement identifying what must be achieved to accomplish a strategic goal. They should be specific, measurable, achievable, relevant and timed.
Strategic Plan	A long-term planning and policy document that identifies the organization's mission, purpose and values, as well as the organization's strategic priorities to guide the development and implementation of policy, programs, and services and allocation of financial resources.
Strategic Priority	A primary guide for creation and implementation of Town policy, programs, services, and activities as determined by Town Council through the Strategic Planning process.
Tax Increment Financing (TIF)	A funding source used for redevelopment in blighted areas designated by the Town. Public improvements and other projects are financed with the incremental taxes generated by the increase in the assessed value of the properties in the designated area.
Taxable Value	The assessed value of property, less homestead and any other exemptions.
Terminal Agency Coordinator (TAC)	Employee who ensures agency compliance and certification with Florida Crime Information Center, National Crime Information Center, and National Law Enforcement Telecommunications System policies and procedures.
Transfers	Amounts transferred from one fund, department, division/program or line item to another to assist in financing the service of the recipient fund, department, division/program or line item.
Transportation	Class of expenditures for services for the safe and adequate flow of vehicles, travelers and pedestrians, such as road and street maintenance, street lighting, and mass transit. Does not include transportation-related law enforcement activities.

Glossary of Terms

Trust and Agency Funds	Funds used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds.
Truth in Millage (TRIM)	A 1980 Florida law that formalized the property tax levying process for all taxing agencies and which requires a specific method of tax rate calculation, form of notice, public hearing requirements, and budget advertisements. The intent of the law is to inform property owners of the budget and taxing intentions of the various taxing authorities, including any proposed changes in their tax rate, property taxes, the assessed value of their property, and how the proposed tax rate compares to the rate that would generate the same property tax dollars as the current year (the "rolled-back rate").
Unassigned Fund Balance	The residual classification for the General Fund and includes all amounts not contained in the other classifications. Unassigned amounts are technically available for any purpose. If a governmental fund, other than the General Fund, has a fund balance deficit, then it will be reported as a negative amount in the unassigned classification in that fund. Only positive unassigned amounts will be reported in the General Fund.
Undesignated	Without a specified purpose.
Unencumbered	The portion of a budget not yet expended or encumbered through a requisition or purchase order.
User Fee	Charge to an individual or group for the use of or participation in a particular municipal service and not the community at large.
Utility Service Tax	Taxes levied on consumer consumption of electric, natural gas and fuel oil utility services. The tax is levied as a percentage of gross receipts.
Virtual Machine (VM)	A software program or operating system that not only exhibits the behavior of a separate computer but is also capable of performing tasks such as running applications and programs like a separate computer.
Wide Area Network (WAN)	A computer network connecting different remote locations that may range from short distances, such as a floor or building, to long transmissions across the Town of Davie.
Year to Date	A financial period starting from the beginning of the fiscal year to a given date in the year, usually the present day. In this document, the date is August 9, 2020.