

September 30, 2005

Honorable Mayor Warren and City Council Members:

In accordance with Section 5.03 of the City of Homestead Charter, I present to you the proposed Operating Budget for the fiscal year 2005-2006. This balanced budget includes anticipated revenues and expenditures of \$135,416,449.

Under the direction of the Mayor and City Council and with the assistance of employees and department directors, the approved Budget takes into account the goals and objectives identified over the course of the last year and incorporates improvements, efficiencies, and a proactive approach to future challenges.

This Budget includes information on all budgeted appropriations of the City, including the General Fund, Enterprise Funds, Internal Service Funds and Special Revenue Funds. It focuses on the City's Mission and is supported by adherence to selected core values.

This budget addresses the policy goals established by the City Council in specific service areas as well as those necessary for sound fiscal management. All departments participated in the development of the budget by quantifying their needs, developing service plans and setting performance goals through active employee involvement. Most importantly, we have established a standard of participation and accountability that will be enhanced with each coming year.

### **FISCAL YEAR 2005-2006 MAJOR BUDGET INITIATIVES**

The 2005-2006 budget is indicative of the sustained economic health of the City. Property valuations increased by 50% over last fiscal year. The millage rate was reduced by 1 mill to 6.75 mills. This reduction marks the third consecutive year of property tax cuts.

In keeping with the City Council's commitment to long-term sustainability, a general fund emergency reserve equal to 10% of budgeted revenues (or \$3.8 million) has been earmarked. This budget also includes a City Manager's contingency of \$350,000 for unforeseen and un-budgeted expenditures.

## ***Community Profile***

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Some facts about the City of Homestead:

- Incorporated in 1913
- Area: 16 square miles
- Average annual temperature of 75.7 degrees Fahrenheit
- Current population is estimated at 41,000
- Population is expected to reach 50,000 by 2007 and over 70,000 by 2011
- Estimates released on 6/30/05 by the U.S. Census Bureau, list Homestead as the 9th fastest growing city in the nation (among cities of more than 25,000 people)
- Ad Valorem=6.75 mills (as of October 1, 2005) reduced 1.75 mills over the last 3 years
- Assessed value \$1,819,542,172 up 17% in 2004, 35% in 2005 and 39% in 2006
- Received its first-ever Issuer Rating, an A2, from Moody's Investors Service in September 2005
- City-owned and operated municipal electric power plant (1 of only 32 in the state and only one in Miami-Dade)
- City-owned and operated state-of-the-art water and waste-water treatment plant
- City-owned Sports Complex, equipped with practice fields and dorms
- Community Redevelopment Agency
- Foreign Trade Zone
- 280-acre Park of Commerce
- Miami-Dade College Campus established in 1990
- *Carrie P. Meek Center for Business* (Business Incubator) opened in August of 2003
- Home of the Homestead-Miami Speedway
- An Educational Facilities Benefit District ("EFBD") was created to improve the quality of education, beginning with three new elementary schools
- Improved roadway and utility infrastructure, including the US 1 Busway
- Development and updating of the City's 276-acre, 17 park system and related programs
- Baptist Health Systems 120-bed, state-of-the-art hospital (construction to be completed in Fall 2006)
- 14-screen, digital sound, stadium seating cinema to open in 2005/2006

The City of Homestead is the second oldest city in Miami-Dade County. In 1904, railroad and oil magnate Henry Flagler extended his railway south to this area on the way to Key West. Farmers were then able to transport their fruits and vegetables to Miami for shipment north. Flagler was convinced that his railway needed to be extended from Homestead to Key West to take advantage of the building of the Panama Canal. Crossing countless tiny islands, the Overseas Railroad was completed in 1912. The City of Homestead was incorporated in 1913.

In 1992, Homestead was practically destroyed by Hurricane Andrew. The City was in a recovery period for a long time and is now enjoying a major building boom.

Homestead lies between two national parks (Everglades and Biscayne) and is just minutes from either Miami or the relaxing Florida Keys. The Historic Downtown district is bustling with antique shops, specialty stores and restaurants. Other attractions include the magnificent Homestead-Miami Speedway, which brings in racing fans from around the world, two championship golf courses and the Homestead Sports Complex (Stadium), a complete baseball training facility.

Commercial development includes the Park of Commerce, which is a 280-acre municipally owned industrial and commercial park that enjoys a "Free-Trade Zone" designation and was designed to attract light industry to the region.

Educational facilities are an important asset to the quality of life in any community and Homestead is no different. Miami-Dade College's Homestead campus, located in downtown Homestead, provides quality education. Florida International University, located just minutes away in west Miami-Dade, is a four-year university in Florida's state university system and is the largest public university in South Florida. Homestead residents are served by ten elementary schools, three middle schools, two senior high schools and two charter schools, which are operated by the Miami-Dade County School Board. There are also several private and

parochial schools. An Educational Facilities Benefit District (EFBD) has been established, which should bring additional schools to the area.

**FORM OF GOVERNMENT:**

Homestead’s City Council/City Manager form of government allows for a responsive and accountable municipality. The City Council is comprised of seven City Council members, including the Mayor and Vice-Mayor, with public elections held every two years.

The Mayor presides over all City Council meetings, has a voice and vote in the proceedings and serves as the ceremonial head of the City. The City Council enacts local legislation, adopts budgets, determines policies and appoints such officers and officials as may be required by the Charter or deemed necessary by the Council.

City Council meetings are held the first and third Monday of each month at the City Council Chambers, 790 North Homestead Boulevard, beginning at 7:00 p.m. The public is urged to attend all meetings and to voice their questions and concerns.

**CITY SERVICES:**

The City of Homestead provides a full range of municipal services including building and zoning, planning, a community redevelopment agency, police services, code enforcement, solid waste collection, streets maintenance, parks and recreation, electric, water, and sewer utilities, as well as sewage collection and treatment.

**CITY OF HOMESTEAD DEMOGRAPHICS\***

<u>Subject</u>	<u>Number</u>	<u>Percent</u>
Total Population	39,507	100.0
Male	16,499	51.7
Female	15,410	48.3
Median Age	27.6 years	
<b>Race</b>		
White Alone		63.3
Black Alone		19.3
American Indian Alone		0.4
Asian or Pacific Islander Alone		1.0
Some Other Race Alone	10.7	
Two or More Races		5.3
<i>Hispanic Origin</i>		58.2
Median Household Income	\$30,465	
Average Household Income	\$40,774	

\*Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2005 and 2010.

The Water Wastewater and Solid Waste enterprise funds have provided for replacement, renewal, and improvement (“RRI”) reserves. Budget allocations for these reserves, if not used in the current year, will be rolled over to fund balance and accumulated for planned future use. The total RRI reserve allocation for this fiscal year is \$2.2 million.

In addition, revenues from the People’s Transportation Plan have been projected in the amount of \$1,163,010. These revenues will be used for transportation/transit-related improvements and the completion of a Citywide Transportation Master Plan including upgrades to the Busway as lighting and fencing.

## **ECONOMIC OUTLOOK**

### ***Residential and Commercial Projects***

The City of Homestead has been experiencing both commercial and residential growth. We issued 2,520 residential certificates of occupancy (“COs”) in fiscal year 2004-2005. We anticipate a similar number for fiscal year 2005-2006

In 2005 17,268 permits were issued. We are expecting to see this figure increase to approximately 18,000 in fiscal year 2005-2006. In 2004-2005 we conducted 81,313 inspections. This figure is expected to increase slightly this fiscal year to about 82,000.

This growth was also evident by the fact that the Planning & Zoning Division of the Development Services Department presided over 122 public hearings in fiscal year 2004 which was a 60% increase over fiscal year 2003. In fiscal year 2004-2005 the department has presided over 132 public hearings. We anticipate a similar number for fiscal year 2005-2006.

The highly anticipated Flagship Cinema will be completed this fiscal year. Moviegoers can expect to catch their favorite actor on the “silver screen” in their very own hometown.

The construction of the new Baptist Health Systems Homestead Hospital is nearing completion. It is scheduled to open in late 2006.

Several commercial site plans were approved in 2004-2005 for construction in 2006, of such popular establishments as a Chili’s and Pollo Tropical. A bank, Walgreens, and Publix, are among others that will join new business locations in the City. The pace of commercial development is expected to continue as an 88,000 SF office/retail building will break ground adjacent to the movie theatre and a 60,000 square foot medical office building will be constructed adjacent to the Hospital. In addition, the Community Redevelopment Agency is constructing additional sewer and water lines within the West Industrial Area, funded by a combination of local and Community Redevelopment Block Grant funding.

### ***Carrie P. Meek Center for Business (Business Incubator)***

The Homestead Business Incubator, managed by Technological Research and Development Authority ("TRDA"), continues to offer opportunities for entrepreneurs to learn effective business strategies. This effort is bringing new technology-based commerce to the Homestead area and expanding employment opportunities in the City.

## **DOWNTOWN REVITALIZATION**

### ***Parking***

Construction of additional parking in both the Downtown and Southwest areas will be initiated in 2005-2006.

### ***US 1 Busway***

The South Miami-Dade County Busway will greatly increase the availability of transit services to Homestead and South Miami-Dade residents. The Busway construction is anticipated to begin the first quarter of this fiscal year. It is projected to be completed in fiscal year 2007.

### ***CRA Underground Infrastructure / Sidewalks***

The Community Redevelopment Agency is also funding underground infrastructure and sidewalk improvements within the Community Redevelopment Area. Losner Park will begin to undergo a major expansion to include a mixed used and entertainment area. The historic Lilly Lawrence Bow Library and the Old City Hall will both be refurbished and updated, while maintaining their historic character.

### ***Community Development Department***

The City is establishing a Community Development Department to begin addressing community development needs throughout the City. In its first year, the Department will consist of a Manager who will draw staff assistance from other Departments as necessary. The biggest project for the new Department in its first years will be the creation and location of entry landmarks and directional/signage throughout the City.

## **SOUTHWEST NEIGHBORHOOD REVITALIZATION**

### ***S.W. 4<sup>th</sup> Street Streetscape Improvements***

The CRA is funding the construction of the streetscape portion between SW 2nd Avenue and Krome Avenue. Additional funding for this purpose has been received through a Community Development Block Grant.

### ***Southwest Neighborhood Master Plan***

The City is working with the Empowerment Trust to revitalize the Southwest Neighborhood. A full Master Plan with zoning overlays has been completed and forwarded to the Department of Community Affairs. Full approval is expected during the early part of 2006.

## **EDUCATION**

In addition to the Keys Gate Charter School which began operating in the fall of 2003, the Waterstone Charter School opened its doors to students for the fall term of 2005.

The City has supported the initiative of private developers for the creation of an Educational Facilities Benefit District ("EFBD"). The EFBD is now in place and two K thru 8 schools surrounding a public park are on the "drawing board". The first school and park are expected to break ground in 2006.

## **ORGANIZATIONAL INITIATIVES**

### ***PUBLIC WORKS & SERVICES DEPARTMENT***

#### **Street and Sidewalk Improvements**

The Street Division will continue to improve the quality for our residents by paving 40,000 square yards of streets, installing, and enhancing 10,000 linear feet of sidewalks throughout the City.

#### **Quick Response Team ("QRT")**

Our successful QRT will continue to patrol City streets in an effort to keep the major thoroughfares clean. The crew operates within the City from 7 AM – 4 PM, 5-days a week, picking up trash and debris in the City's right-of-ways and responds to immediate clean up needs.

#### **Water Withdrawal Permit Renewal**

The City of Homestead is in the process of renewing the water use permit in order to meet the future needs due to population growth.

It is anticipated that the South Florida Water Management District ("SFWMD") will issue the City's Water Withdrawal Permit this fiscal year and it will be valid for five years.

#### **Stormwater Drainage Projects**

In fiscal year 2004-2005, with the assistance of SFWMD, the City was awarded a total of \$900,000 for stormwater drainage improvements. As a result of a Stormwater Master Plan, eight critical locations were identified.

#### **Infiltration/Inflow Project ("I/I")**

In fiscal year 2004-2005, the City obtained a \$771,400 federal grant from the EPA for Infiltration/Inflow Improvements, with a \$400,000 match by the City. This grant is partially funding the City's Sewer System Evaluation Study ("SSES"). The Department and its consultants are conducting the SSES to identify the needed repairs. This is the first phase of a multi-year program to reduce the I/I into the wastewater collection system. This reduction will result in an increase of available capacity.

#### **Road Improvement Projects**

The widening of Campbell Drive to 4 lanes is projected to be completed early this fiscal year. The City is working with Miami-Dade County on an interlocal agreement for the

management of the SW 328 Street project. The project will eventually consist of the widening of North Canal Drive (SW 328 Street) from SW 137 Avenue to US1. The widening of SW 328 Street is projected to be complete in 3 phases: from SW 152 Avenue (Kingman Road) to SW 162 Avenue and is scheduled to go out for bids in November 2005; from SW 162 Avenue to US1 is in preliminary design phase; from SW 152 Avenue (Kingman Road) to SW 137 Avenue is currently projected to be added to this year's TIP program as a fully funded project.

### ***GENERAL SERVICES DEPARTMENT***

This fiscal year the department will continue adding functionality to the City's newly engineered web site which will lead to more interactive (resident participation) functions. Enhancements and additions will be made to the existing Geographic Information Systems (Utility Engineering, Code Enforcement, Business Licensing, Permitting and Inspections). Additional Interactive Voice Response applications, and software will be added to enhance Parks and Recreation, the City Clerk's office, Procurement and Contracts, and Customer Service.

### ***DEVELOPMENT SERVICES***

The consolidation of the Building Safety, Planning & Zoning Division and the Business Licensing Section into a "One Stop Shop" has had a positive impact in addressing growth and customer services. The Department will continue to monitor overall service quality in the areas of timely plans review, permit and business license issuance and inspections.

The Building Safety Division of the Development Services Department has implemented Phase I of the new Pentamation System which is an electronic permit application, review, inspection and monitoring system which has made the permit process more efficient and responsive to our customers. Phase II, which is an integrated voice response system (IVR), was implemented in the first quarter of 2005. It allows scheduling of inspections and checking of results by telephone. A web based access and review of plans status will be implemented this fiscal year.

The Business License Division of the Development Services Department has implemented license renewal and new license issuance programs into the Pentamation System. This will make the licensing and renewal processes more efficient for our business clients to obtain and maintain their licenses. A Pentamation System based Code Enforcement module is expected to be installed this fiscal year. This will more efficiently tie in all of the Development Services Department divisions including Code Enforcement. It will also allow all divisions to share and retrieve information more efficiently and enable the City to monitor and correct code violations.

### ***FINANCE DEPARTMENT***

The Finance Department will continue pursuing earning the "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association for Financial Reporting. It will also streamline the financial audit and budget preparation process, as well as revamp the chart of accounts to comply with the State Accounting Manual. Other projects include contracting an investment advisor to

maximize interest revenue, establish new revenue sources, implement and maintain a performance measurement reporting system, and incorporate indirect cost recovery rates for all grants.

### ***HUMAN RESOURCES***

Human Resources (Safety and Risk Management) areas will continue to provide timely and responsive services to City staff and the general public. This year the department will finalize the total integration of the new Human Resources Information System. The department will start issuing digital identification and information cards in order to enhance efficiency. The City will implement a “Drug Free Workplace” environment which includes an Employee Assistance Program (EAP) and random drug testing for all employees. The risk management area will continue to focus on proactive safety practices including incentives, training, and finalizing all claims procedures/guidelines.

Training schedules for this year will continue to involve all employees and supervisors with a continuing emphasis on customer service. This year’s training will focus on change management, organization skills, and time management.

### ***PARKS AND RECREATION***

#### ***Landfill / Location of the new Mayor Roscoe Warren Municipal Park***

The City of Homestead has been working with the County in an effort to define a clean-up program, which meets all the Federal, State and local requirements. By the early part of the fiscal year the City will submit a final “remediation Action Plan” to the County which will address all the requirements set forth previously by all agencies involved.

It is anticipated that the County will approve the plan by February 2006. The clean-up efforts will commence this fiscal year.

Additionally, the City is finalizing the scope of work for the development of the park. Upon the execution of the General Obligation Bonds (“GOB”) Interlocal Agreement with Miami-Dade County, development will be implemented in two phases.

#### ***Major Thoroughfares***

Beautification grants are pending for installation of irrigation and landscaping along the US1 corridor. This will create aesthetic landmarks identifying designated City limits (if the grant is awarded). Future beautification projects include the re-landscaping and irrigation of Campbell Drive and Farm Life Road.

#### ***Parks Master Plan***

With the goal of meeting demands anticipated from the City’s explosive growth, an award winning Parks Master Plan was created followed by immediate implementation. Five neighborhood park improvement projects (Audubon, James Archer Smith, Harris, Mistretta and Wittkop) are underway and will break ground this year. In addition, a major expansion will be made to the William F. ‘Bill’ Dickinson Senior Center.

## **UTILITIES**

### **New Substations**

Engineering services and procurement of equipment and material to construct two new substations is continuing. Initial construction is scheduled to begin in February 2006 with an anticipated completion date of July 2006. These substations and associated transmission lines will enable Homestead Energy Services to provide the capacity needed to meet the anticipated electrical load resulting from growth in the City of Homestead.

## **FINANCIAL ORGANIZATIONAL STRUCTURE**

### ***General Fund***

The General Fund is the major operational fund of the City. Included in this fund are the legislative activities of the City, the general administrative functions, general services (excluding fleet), development services, human resources, city clerk, city attorney, finance, the public safety activities, the public works (streets division) and parks and recreation. This fund is supported primarily by local property taxes, permits and licenses, and intergovernmental revenues including sales tax and other taxes.

### ***Special Revenue Funds***

The Special Revenue Fund group includes the Stadium, Motorsports Complex, the Community Redevelopment Agency, Police Forfeiture Fund, People's Transportation Plan and various grant funds. This group of funds is segregated because the revenue derived from the activities is restricted for a specific purpose or pledged to specific debt.

### ***Debt Service Funds***

The debt service funds were created to service the City's long-term debt and special obligations. This fund group does not account for the debt servicing of the Motorsports Complex Fund.

The City is contemplating a cash defeasance of its Series 1994B and Series 1997 Water and Sewer Bonds, and Series 1991 Excise Tax Bonds. The equity contribution required from the City's Water and Sewer Funds is estimated at \$14,264,473 which is expected to yield an estimated net present value savings of \$972,964. Similarly the equity contribution required from the City's General Fund is estimated to be \$796,417 which is expected to yield a net present value savings of \$88,294.

### ***Enterprise Funds***

Enterprise funds are used to account for those operations that are financed and operated in a manner similar to private business enterprises. The intent is that the costs of providing utility services to the public and paying debt service be recovered primarily through user charges. The City maintains several Enterprise Funds including Electric, Water, Wastewater, Stormwater and Solid Waste.

### ***Internal Service Funds***

The Internal Service Funds of the City are designed to provide services to other City departments or agencies. They are designed to provide services that will cover all operational costs. Included in this group are the Fleet Management and the Self-Insurance Fund.

### **PROSPECTS FOR THE FUTURE**

I believe that our City has derived strength and fortitude from overcoming past challenges. Based on our current and projected growth, I look forward to having the resources to accomplish the many needed initiatives that have been identified by the Mayor, City Council, and the stakeholders of our community.

I wish to thank the Mayor and City Council for their support and guidance in the development of this Budget, and acknowledge the contribution of all City staff to this effort.

As we enter into a new fiscal year with a renewed sense of resilience, I am pleased to provide you the Adopted fiscal year 2005-2006 Annual Budget.

Respectfully Submitted,

Curtis K. Ivy, Jr.  
City Manager

Note: The City Council adopted the final General Fund Budget on September 26, 2005.

# ***Budgetary Policies and Basis***

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## **I. POLICY DOCUMENT**

### Budgetary Policy

The City of Homestead is a municipality incorporated in the State of Florida in 1913. The City operates under a City Council-Manager type of government and provides the following services as authorized by its charter: general government, community development, parks and recreation, public safety, public works and transportation.

In this form of government, the City Council has the power to enact local legislation, adopt budgets, determine policies and appoint officers/officials, including the City Manager, City Attorney, City Clerk and Internal Auditor.

The City Manager is responsible for operation of the City and for preparation of the annual budget which is submitted to the Council for approval.

Budgetary control is legally maintained at the fund level. The City Manager is authorized to make interdepartmental transfers of funds between operating expenditures/expenses categories, between departments or divisions, and between line items contained within each expenditure category and from the contingency account. Other amendments to the budget require authorization by the City Council.

The City adopts operating budgets for all Governmental and Proprietary Funds on a modified accrual basis. Depreciation expense is not budgeted in the General Fund, but expenditures for capital outlay are budgeted. These capital outlays are capitalized into fixed assets and eliminated from the results of operations on a generally accepted accounting principles ("GAAP") basis.

Retained Earnings allocations, sometimes called unrestricted fund balance (residual unappropriated liquid assets resulting from prior operations) are appropriated when necessary and included as revenue on a budgetary basis, but are eliminated on a GAAP basis for financial reporting.

### Property Tax

The City's property tax is levied each October 1, on the assessed value listed as of the prior January 1, for all real and personal property located in the City. Assessed values are established by the Dade County Property Appraiser. The assessed value at January 1, 2005, upon which the 2005-06 levy was based, was approximately \$1,819,542,172.

The City is permitted by the state law to levy taxes up to 10 mills of assessed valuation for the General Fund. Taxes are being levied at 6.75 mills for the General Fund for the 2005-06 fiscal year. The adopted millage rate was reduced by 1 mill from 2004-05.

### Budgetary Process

The State of Florida statutes require that all city governments prepare, approve, adopt and execute an annual budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. Accordingly, the City has established the following procedures for the budgeting process:

1. Prior to August 15, the City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following October 1. The operating budget includes proposed expenditures and the means of financing them.
2. Two workshop type meetings are held with Council (open to the public) to discuss the proposed budget.
3. Two public hearings are conducted to obtain citizen comments.
4. By September 30, the budget is legally enacted through passage of an ordinance.

5. The City Manager is authorized to make interdepartmental budgetary transfers within any fund. Any revisions that alter the total expenditures of any fund must be approved by the City Council. Unencumbered appropriations in the annual operating budget lapse at fiscal year-end.
6. The City Council has the right to amend or change the adopted budget by resolution provided proper notice is given and public hearings are conducted as required by statute.

## **II. FINANCIAL PLAN**

### Basis of Accounting

The City uses funds and account groups to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

Funds are classified into three categories: governmental, proprietary (internal service and enterprise) and fiduciary. Each category, in turn, is divided into separate "fund types."

Governmental funds are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital projects funds) and the servicing of general long-term debt (debt service funds). The general fund is used to account for all activities of the general government not accounted for in some other fund.

Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds).

Fiduciary funds are used to account for assets held on behalf of outside parties, including other governments or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, either a pension trust fund, a nonexpendable trust fund or an expendable trust fund is used. The terms "nonexpendable" and "expendable" refer to whether or not the government is under an obligation to maintain the trust principal. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent.

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than interest on long-term debt, are recorded when the liability is incurred.

In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purpose of expenditure and are usually revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if susceptible to accrual.

Licenses and permits, charges for services, and miscellaneous revenues (except investment earnings) are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are measurable and available.

Utility and franchise taxes are recorded as revenues when earned. Property taxes are recorded as revenues in the fiscal year levied, provided they are collected in the current period.

The accrual basis of accounting is utilized by Proprietary Funds. Under this method, revenues are recognized when earned and expenses are recorded at the time the liability is incurred.

The following fund types are used by the City:

#### Governmental Fund Types

Governmental Funds are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination. The following are the City's governmental fund types budgeted:

**General Fund** - The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

**Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.

The following are the City's Special Revenue Funds:

**Confiscated Property Law Enforcement Fund** - This police fund is funded by both Federal and State asset sharing of properties seized as a result of a criminal violation. Expenditures are made for specific qualifying law enforcement programs.

**Community Redevelopment Agency** – This fund receives tax increment funds to be used and reinvested in the designated area for redevelopment.

**Baseball Stadium Special Revenue Fund** - The Homestead Sports Complex, or baseball stadium, is a complete training and tournament center for all levels of baseball. Adjacent to the stadium are six practice fields and dormitories for two hundred athletes, managers, and sports personnel.

**Motorsports Complex Special Revenue Fund** - The Homestead Motorsports Complex is a permanent first-class facility designed to accommodate all forms of racing. The facility provides a 1.5-mile super speedway and a 2.2 mile road course. Virtually any type of race testing and club events can be accommodated.

**People's Transportation Plan** – People's Transportation Plan Fund is based on a one half of one percent discretionary sales surtax on all transactions occurring in Miami-Dade County which transactions are subject to the state tax imposed on sales, use, rentals, admissions and other transactions. Surtax proceeds may only be expended for transportation and transit purposes.

**Impact Fees** – The Impact Fees Fund represents revenues from charges imposed on new development. Such charges represent a total or partial reimbursement for the cost of additional facilities or services necessary as the result of new development. These fees are being reviewed and are expected to be increased in early 2005-06.

#### Proprietary Fund Types

Proprietary Funds are used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector. The measurement focus is upon determination of net income. Goods or services from such activities can be provided either to other departments or agencies primarily within the government (Internal Service Funds) or to outside parties (Enterprise Funds).

**Enterprise Funds** - Enterprise Funds are used to account for operations that provide a service to citizens, financed primarily by a user charge and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes. The following

are the City's Utility Enterprise Funds: Electric, Water, Solid Waste, Wastewater, and Stormwater which provide full service utility services to the community. Revenues are derived from charges to customers and expenditures are made for payroll and cost of operations, as well as capital expenditures.

#### Debt Administration

The City of Homestead currently has no general obligation bond issues outstanding. The following is a summary of long-term notes and bonds payable:

##### **General Long-Term Debt**

Excise tax bonds, series 1991, interest at 5.2% maturing serially through 2011 in annual principal amounts of \$50,000 to \$155,000, secured by the City's excise tax revenues.

Guaranteed entitlement revenue bonds, interest of 6.1% to 7.2%, maturing in various years through 2007 in annual principal amounts ranging from \$50,000 to \$115,000, secured by the City's guaranteed entitlement portion of the State Revenue Sharing Fund.

##### **Enterprise Funds**

Water and Sewer Revenue Refunding Bonds, Series 1994B, interest of 3.5% to 5.0%, maturing October 1, of various years through 2008.

Water and Wastewater Revenue and Revenue Refunding Bonds, Series 1997, interest of 4.05% to 5.45 % maturing October of various years through 2027.

Electric Revenue Bonds, Series 2004, interest of 3.85%, maturing on January 1, 2020.

##### **Special Revenue Funds**

Homestead-Miami Speedway Project, Taxable Special Obligation Refunding Bonds, Series 2003. The bonds have a fixed rate of 3.62% are secured by Motorsports Complex revenues and Electric Utility revenues, and are payable monthly through September 2018 from the Motorsports Complex Special Revenue Fund. The loan is also secured by an irrevocable standby letter of credit equal to the principal outstanding at September 30, 2003.

Homestead Economic and Rebuilding Organization (HERO) Tax Increment Revenue Refunding Bonds, Taxable Series 2003, fixed interest 4.79% maturing in various years through April 1, 2020 in annual principal amounts beginning April 30, 2004, for \$284,203.59 per year, secured by HERO Net Trust Fund Revenues.

The revenue bond indentures contain significant limitations and restrictions on annual debt service requirements, maintenance of and flow of monies through various restricted accounts and minimum amounts to be maintained in various sinking funds. The City is in compliance with all significant limitations and restrictions.

## ***Major Sources of Revenue***

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### **GENERAL FUND:**

#### Ad Valorem Property Taxes

Property taxes are based on a millage rate (one mill is the equivalent of \$1 per \$1,000 of assessed value or 0.1 %), which is applied to the total taxable value of all real property and certain tangible personal property. Depending upon policies established by the City Council, revenue from Ad Valorem taxes may be used to fund both operating costs and capital projects. State constitutional provisions exist for raising the millage rate above the 10 mill cap by local referendum for debt service or provision of municipal-type services within the City. The City's millage rate will be reduced by 1 mill for the 2005-2006 year to 6.75.

In FY 2005-06, Ad Valorem tax revenues collected by the City are projected to be \$11,667,814 (\$8,977,487 – FY 2004-2005; \$6,989,129 – FY2003-2004).

#### Utility Fund Contribution

The City's General Fund expects to receive \$735,000 from the enterprise funds as payment in lieu of taxes (\$735,000 - FY 2004-05; \$510,000 - FY 2003-04). The City's General Fund also charges the Utility Funds transfer fees, for operating within the City, of \$3,398,756. In addition an indirect cost allocation rate has been applied to the Enterprise Funds primarily for administrative services provided for \$2,858,285

Total 2004-05 contributions from the Enterprise Funds to the General Fund of \$6,992,041.

#### Building Permits

Total 2005-06 permit revenue budget is \$6,148,175. This source is expected to decrease in the coming years as the City's available developable land approaches built-out.

#### State Shared Revenues

State Shared Revenues are revenues assessed and collected by the State of Florida (then allocated and returned to the municipalities). The largest portion of State Shared Revenues is sales tax. The current sales tax rate in Miami-Dade County, Florida is 7.0% and is levied upon retail sales, commercial rentals, administration fees to entertainment facilities, and motor vehicle sales. For FY 2005-06, sales taxes returned to the City of Homestead are expected to be \$2,227,927 in Half-Cent Sales Tax and \$1,255,217 in Municipal Revenue Sharing.

Total State Shared Revenues for FY 2005-06 are expected to be \$3,483,144 (\$4,510,649 – FY 2004-05; \$4,060,028 – FY 2003-04).

#### Utility Service Taxes

The general fund receives 10% of net utility revenues in the form of utility service taxes as authorized by the Florida Constitution under home rule authority.

Total Utility Service Taxes in 2005-06 are expected to be \$1,265,725.

## **OTHER FUNDS:**

### Public Works, Solid Waste, and Stormwater

The Public Works Department provides a variety of services to external customers in the form of Solid Waste Management, Street Maintenance and Recycling.

The Solid Waste Management Division continues to develop efficient and environmentally safe methods for the collection and disposal of refuse including continuing recycling and mulching programs.

The Streets Division will continue to provide safe and trafficable City streets, maintain the City's storm water drainage system, and coordinate efforts with State and County agencies on street signs, street markings and traffic control.

Fees for solid waste services for FY 2005-06 are projected to be \$8,041,826 (\$6,736,206 – FY 2004-05; \$5,949,102 – FY 2003-04).

Fees for Stormwater services for FY 2005-06 are projected to be \$927,331 (\$822,119 – FY 2004-05; \$795,787 – FY 2003-04).

Revenue to support street maintenance is included in Ad Valorem Property Tax Revenue.

### Electric Utility

The City of Homestead owns and operates facilities for the production, distribution, metering and sale of electricity to those customers in its service area. The present service area includes approximately 40% of the undeveloped area of the City, about 60% of the developed area and a portion outside the city limits. The customer mix consists of approximately 90% residential and 10% commercial/industrial. The electrical service area is approximately twenty-five square miles in size. The utility currently has two primary distribution substations and one transmission substation, all located in the same part of the service area. Two substations are presently being constructed. One will be located in the west part of the service area and the other in the east. Currently, there are a total of eleven 13.2 Kv distribution feeders. The new substations will add six (6) additional feeder circuits.

Expected revenue to be generated by the electric utility for FY 2005-06 is \$47,305,753 (\$37,366,181 – FY 2003-04; \$34,645,160 – FY 2002-03).

### Water Utility

The City of Homestead's water system consists of a groundwater supply source, treatment plants, and distribution and storage network. Before being used for public consumption, water is treated by fluoridation and chlorination. The South Florida Water Management District is responsible for managing source water supplies to meet existing and future water demands.

The City's potable water system currently serves over 15,500 metered customers with projected 2% growth annually. Homestead water facilities are located at Harris Field and

Wittkop Park. Two wells at Harris Field and four wells at Wittkop Park produce an average of 8.90 million gallons per day. A treatment plant and elevated 500,000 gallon storage tank is located at each well field where the source water is chlorinated and fluoridated during the treatment process. A 1.0 million gallon tank is located at the Park of Commerce area for additional storage. Total firm water production capacity is 15.2 million gallons per day.

Expected revenue to be generated by the water utility for FY 2005-06 is \$4,723,269 (\$4,202,043 – FY 2004-2005; \$3,034,515 – FY 2003-04).

#### Wastewater Utility

The City of Homestead owns and operates a wastewater treatment and sanitary sewer system serving its residents. The wastewater treatment plant is responsible for treatment of more than 1.87 billion gallons annually. The treatment plant's permitted average annual flow capacity is 6.0 MGD. The wastewater treatment plant consists of a sequencing batch reactor along with sand filtration, ultraviolet disinfection, sludge treatment and disposal and water reclamation. Wastewater effluent must meet drinking water standards and is discharged to rapid rate infiltration trenches.

Homestead now has over 94 miles of sewer lines of various sizes with a total of 50 pump stations owned by the City and four privately owned. The system is currently serving over 11,700 customers, some of which are located outside the City limits. The operation of the City's wastewater treatment plant is such that an average of 4.7 million gallons of treated, high-quality effluent water is being returned to the aquifer daily.

Expected revenue to be generated by the wastewater utility for FY 2005-06 is \$8,111,013 (\$7,020,561 – FY 2004-05; \$5,236,935 – FY 2003-04).

#### Community Redevelopment Fund

The main source of revenue for community redevelopment is tax incremental funding (TIF) from a portion county and city ad valorem taxes in the designated area. TIF revenues from the county and city for 2005-06 are expected to be \$3.2 million.

#### Impact Fees

The city collects impact fees in connection with building permits to fund the expansion of services rendered by police, for public works, and for parks. The 2005-06 revenues expected from this source are \$3.7 million.

#### Motorsports Complex

The Homestead-Miami Speedway opened on November 3, 1995. The complex houses a 1.5 mile super speedway oval, with improved 20-degree variable banking, and a 2.2 mile road course. The Speedway provides full facilities for professional auto racing, driver training, and tire and fuel testing. It is primarily funded by a \$2.16 million lease.

CITY OF HOMESTEAD

CITIZENS OF HOMESTEAD

CITY COUNCIL

Exec. Asst. /  
Deputy Cty Clerk

BOARDS  
P&Z  
Code Enforcement  
Historic Preservation  
HERO

City Clerk

City Attorney

Internal Auditor

CITY MANAGER

Public Info. Officer  
Mkt'g/Comm Mgr (1)

Assistant to the  
City Manager (1)

Executive  
Assistant (2)

Deputy City Manager  
(1)

Asst. City Manager  
(1)

Asst. City Manager  
(1)

General  
Administration

General  
Services

Development  
Services

Community  
Development

Community  
Redevelopment Agency

Human  
Resources

Parks &  
Recreation

Electric  
Utilities

Public Works  
& Services

Finance

Police

Motorsports

# STAFFING SUMMARY: CITY OF HOMESTEAD

FT=Full Time / PT=Part Time

FY 2005-2006 BUDGET

DEPARTMENT	FY 02/03 ADJUSTED		FY 03/04 ADJUSTED		FY 04/05 ADOPTED		FY 04/05 ADJUSTED		FY 05/06 ADOPTED	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
City Attorney	1		0		0		0		0	
City Clerk	2		2		2		2		2	1
City Council	7		8		8		9		9	
City Manager's Office	5		6		6		6		8	
Community Development	0		0		0		0		6	
Community Redevelopment Agency	6		6		6		6		0	
Development Services	14	11	20	13	20	13	21	12	21	13
Finance	8		9		9		9		9	1
General Services	23		23		24	1	23	2	23	0
Human Resources	6		6		6		6		6	
Parks & Recreation	18	13	18	13	18	13	18	13	19	13
Police	99	26	107	43	110	43	124	43	138	44
Public Works & Services	64		66	1	70.5	1	70.5	1	74.5	1
Utilities	60		61		61.5		61.5		61.5	
Utilities-Customer Service	25		24	2	24	4	24	4	25	3
<b>TOTAL</b>	<b>338</b>	<b>50</b>	<b>356</b>	<b>72</b>	<b>365</b>	<b>75</b>	<b>380</b>	<b>75</b>	<b>402</b>	<b>76</b>
<b>CITY TOTAL</b>	<b>388</b>		<b>428</b>		<b>440</b>		<b>455</b>		<b>478</b>	

# STAFFING SUMMARY BY FUND: CITY OF HOMESTEAD

FT=Full Time / PT=Part Time

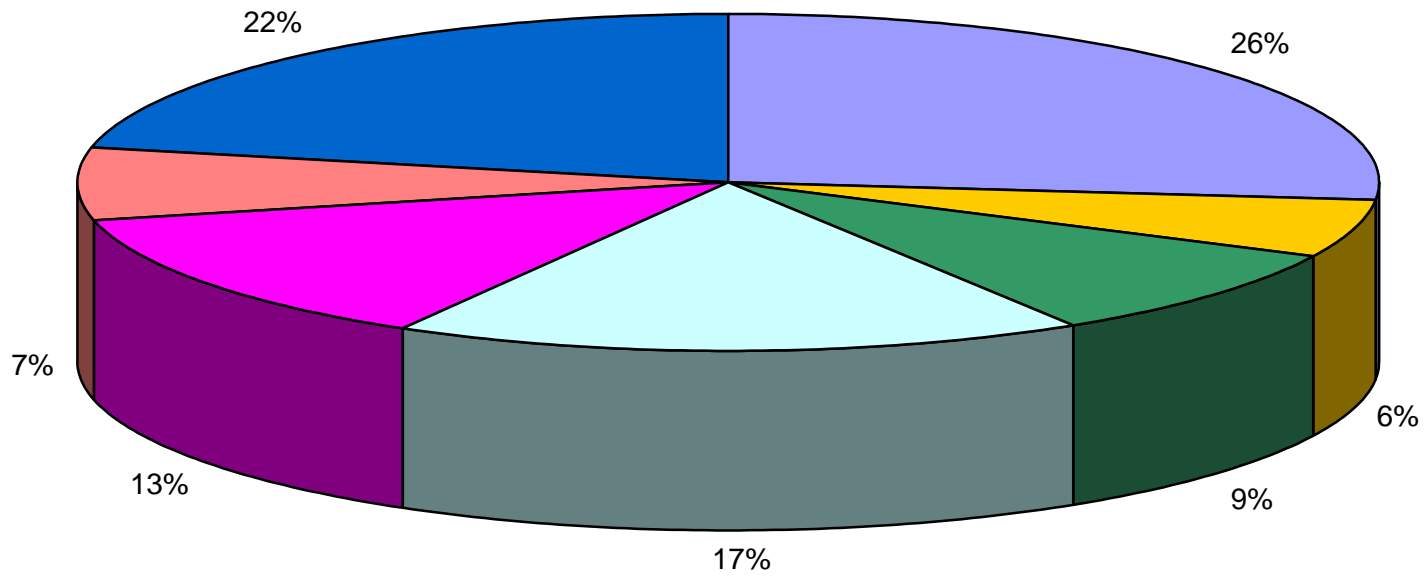
FY 2005-2006 BUDGET

DEPARTMENT	GENERAL FUND		ENTERPRISE FUND		FORFEITURE FUND		GRANT FUND		TIF ANNUAL FUND		REVOLV LOAN FUND		SELF INS FUND		SPECIAL REV FUND	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	City Clerk's Office	2	1													
City Council	9															
City Manager's Office	7															
Community Development	1.5								5.25		0.25					
Development Services	21	13														
Finance	9	1														
General Services	23															
Human Resources	5												1			
Parks & Recreation	19	12														1
Police	131	44			4		1		2							
Public Works & Services	20.6	1	53.9													
Utilities			61.5													
Utilities-Customer Service			25	3												
<b>TOTAL</b>	<b>248.1</b>	<b>72</b>	<b>140.4</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>7.25</b>	<b>0</b>	<b>0.25</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>DEPARTMENT TOTAL</b>	<b>320.1</b>		<b>143.4</b>		<b>4</b>		<b>1</b>		<b>7.25</b>		<b>0.25</b>		<b>1</b>		<b>1</b>	

**CITY TOTAL 478**

**City of Homestead  
REVENUES - UNRESTRICTED  
2005-2006**

**Where does the money come from?**

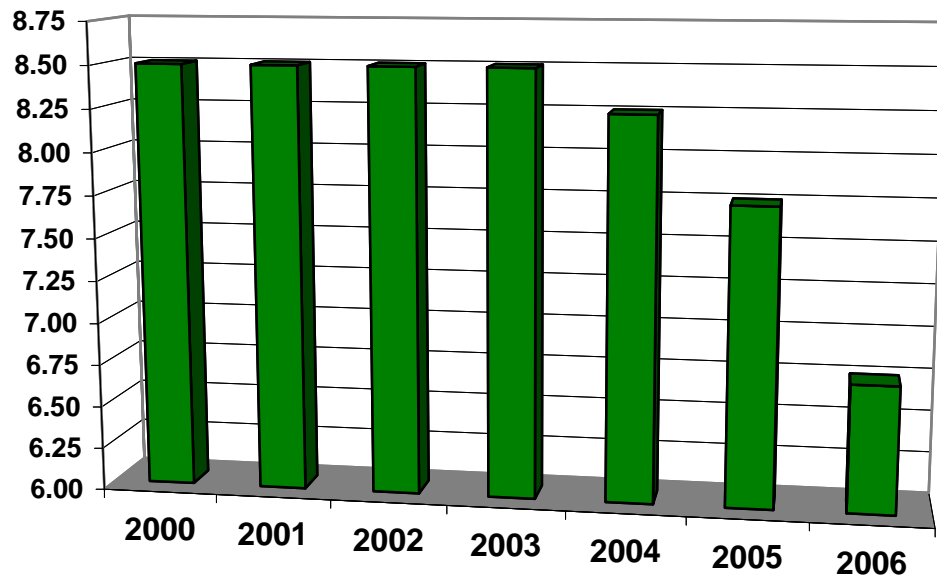


- |                            |                             |                         |
|----------------------------|-----------------------------|-------------------------|
| Ad Valorem Taxes - 27%     | Other Taxes - 6%            | Franchise Fees - 9%     |
| Licenses and Permits - 17% | State Shared Revenues - 13% | Interfund Transfer - 7% |
| Other Revenue - 22%        |                             |                         |

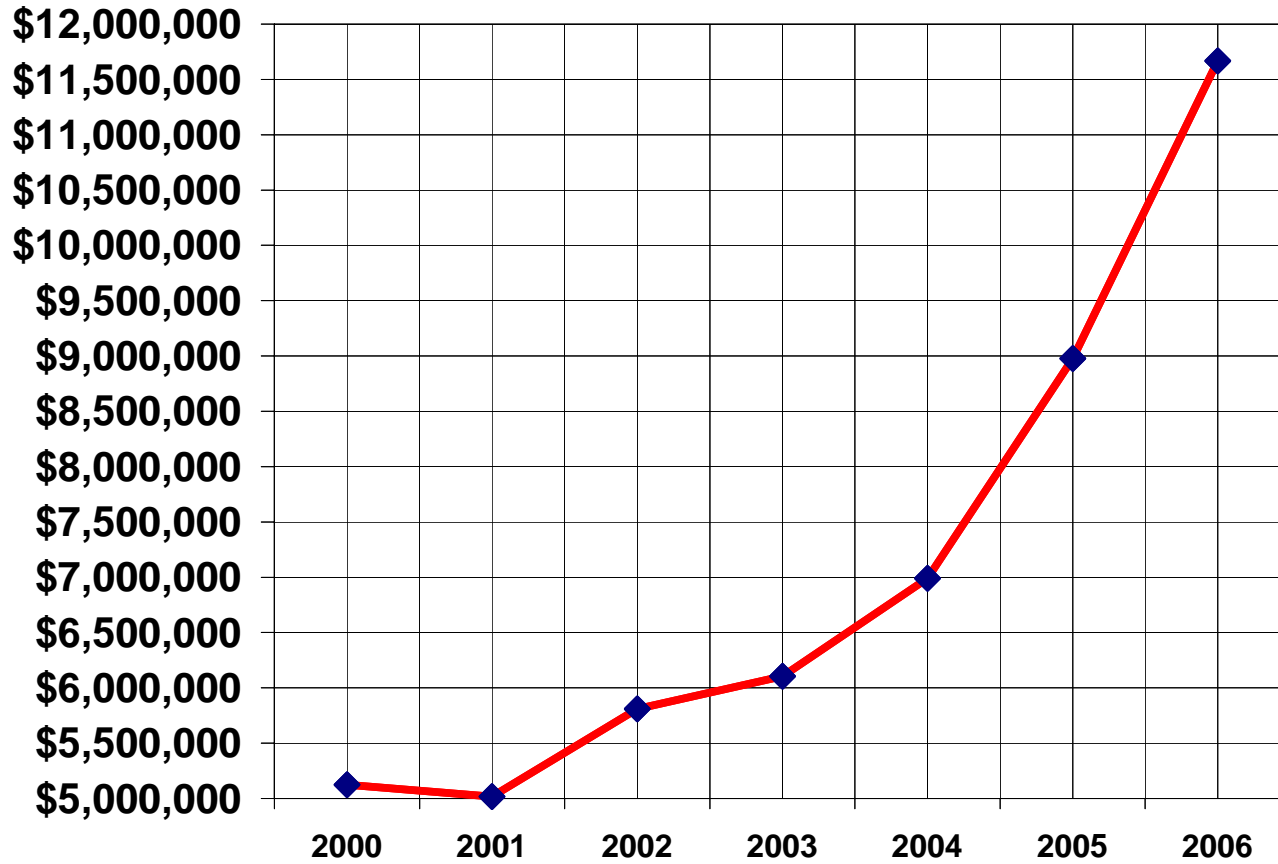
**City of Homestead  
Revenue Budget  
2006**

	<b>Adopted Budget FYE 2006</b>		<b>Pie Chart Budget FYE 2006</b>
<b>General Fund:</b>		<b>Revenues:</b>	
* Ad Valorem Taxes	10,079,234	Ad Valorem Taxes - 27%	10,079,234    27%
* Other Taxes	2,106,226	Other Taxes - 6%	2,106,226    6%
* Franchise Fees	3,398,756	Franchise Fees - 9%	3,398,756    9%
* Licenses and Permits	6,417,675	Licenses and Permits - 17%	6,417,675    17%
* State Shared Revenues	4,989,080	State Shared Revenues - 13%	4,989,080    13%
Payment in Lieu of Taxes	735,000	Interfund Transfer - 7%	2,655,109    7%
Other	2,655,109	Other Revenue -22%	8,147,768    22%
Interfund Transfers	<u>7,412,768</u>		<u>37,793,848    100%</u>
Total Revenues	<u>37,793,848</u>		
		<b>Expenses:</b>	
Mayor and Council	777,334	Mayor, Council and Clerks Office - 3%	1,108,612    3%
City Attorney	1,200,000	Attorney and City Manager's Office - 5%	2,078,543    5%
Building	2,933,079	Comm Dev, Bldg, Plan and Zoning - 12%	4,523,135    12%
Finance	971,169	Finance and Human Resources - 4%	1,517,292    4%
Human Resources	546,123	General and Administrative Services -15%	5,646,480    15%
General Admin	3,916,680	New City Hall - 7%	2,620,900    7%
New City Hall	2,620,900	Police - 39%	14,908,471    39%
* Police	14,908,471	Public Works - 5%	1,752,551    5%
Public Works	1,752,551	Parks and Recreation - 10%	3,637,864    10%
Parks and Recreation	<u>3,637,864</u>		<u>37,793,848    100%</u>
Total Expenditures	<u>37,793,848</u>		

## City of Homestead Millage Rates



## City of Homestead Ad Valorem Taxes



**City of Homestead  
Expenditures Budget  
2006**

	<b>Final Budget FYE 2005</b>	<b>Adopted Budget FYE 2006</b>
<b>General Fund:</b>		
Mayor and Council	727,361	777,334
City Attorney	1,041,771	1,200,000
City Manager	828,091	878,543
City Clerk	316,704	331,278
Community Development	-	458,056
Building	2,517,044	2,933,079
Planning and Zoning Board	979,500	1,132,000
Finance	989,273	971,169
General Services	2,273,774	1,729,800
New City Hall	3,985,600	2,620,900
General Admin	2,678,834	2,939,696
Human Resources	484,278	546,123
Police	13,028,321	14,908,471
Public Works	1,724,191	1,752,551
Parks and Recreation	2,761,716	3,637,864
Interfund Transfer to Stadium	408,980	761,284
Interfund Transfer to Debt Service	222,305	215,700
<b>Total General Fund</b>	<b>34,967,743</b>	<b>37,793,848</b>
<b>Electric Utility:</b>		
Administrative	831,052	4,322,257
Payment in Lieu	510,000	510,000
Transfer Fees	1,682,412	2,548,933
Plant, Engineering, TDM	7,083,917	9,928,046
System Operations	24,057,692	25,694,521
Transfer to RRI	500,000	-
Customer Service	2,023,717	2,096,031
Bad Debt Expense	276,602	276,602
Transf to General Fund -Cost Allocation	2,456,411	1,929,363
<b>Total Electric</b>	<b>39,421,803</b>	<b>47,305,753</b>
<b>Water Utility:</b>		
Administration	862,417	930,203
Payment in Lieu of Taxes	77,000	77,000
Transfers to Sewer	100,000	100,000
Transfer Fees	148,653	313,725
Operating	2,392,478	2,575,793
RRI Reserves	100,000	300,000
Charges for Customer Service	181,481	151,250
Bad Debts	38,393	38,393
Transfers to General Fund- Cost Allocation	301,621	236,905
<b>Total Water</b>	<b>4,202,043</b>	<b>4,723,269</b>

**Wastewater Utility:**

Administrative	309,930	12,000
Payment in Lieu of Taxes	148,000	148,000
Transfer Fees	228,137	536,098
Operating	3,795,737	4,522,885
Interfund Transfers to RRI	100,000	1,500,000
Fund Balance Reserve	1,134,271	91,390
Charges for Customer Service	181,841	352,945
Bad Debts	70,843	70,843
Interfund Transfers to Debt Service	494,715	439,294
Transfers to General Fund- Cost Allocation	557,087	437,558
Total Wastewater	<u>7,020,561</u>	<u>8,111,013</u>

**Electric Utility Bond Project:**

Capital Acquisitions and Construction	<u>8,000,000</u>	<u>3,079,078</u>
	8,000,000	3,079,078

**Stormwater Utility:**

Operating	809,850	875,193
Bad Debts	9,916	9,916
Interfund Transfers to RRI	50,000	-
Transfers to General Fund- Cost Allocation	94,498	74,222
Total Stormwater	<u>964,264</u>	<u>959,331</u>

**Solid Waste:**

Operating	5,640,470	6,895,151
Interfund Transfers to RRI	100,000	400,000
Fund Balance Reserves	493,681	122,752
Charges for Customer Service	181,841	352,945
Bad Debts	90,742	90,742
Transfers to General Fund- Cost Allocation	229,472	180,236
Total Solid Waste	<u>6,736,206</u>	<u>8,041,826</u>

**Other:**

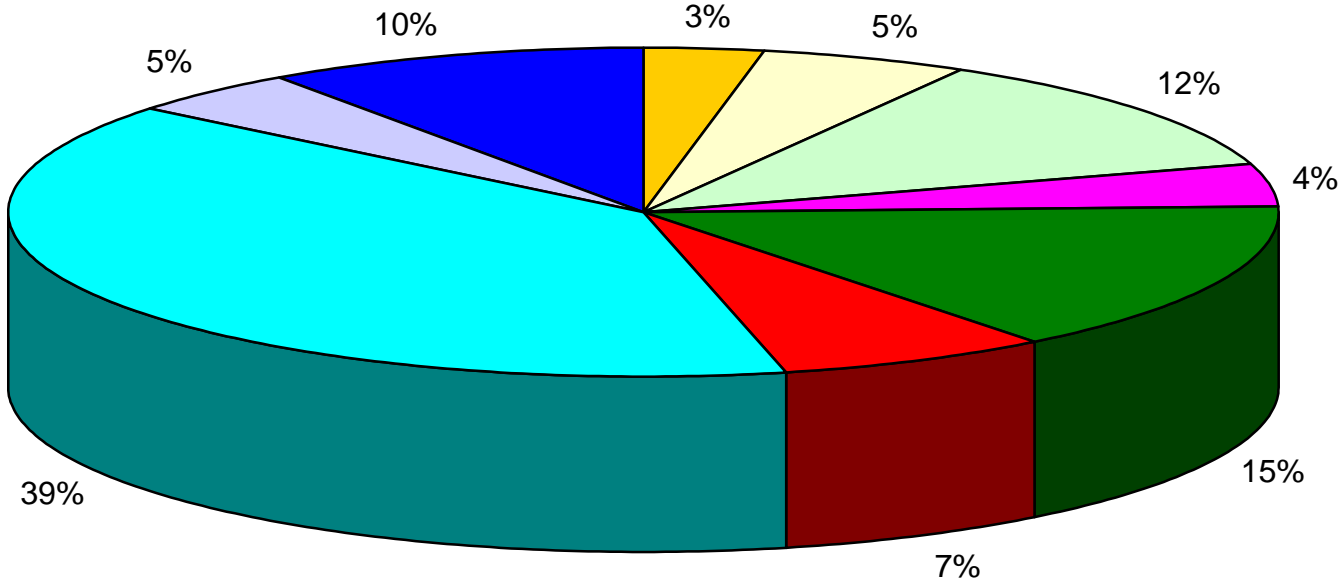
County Transit Surtax	997,000	1,163,010
Confiscated Property	1,550,981	1,371,358
Stadium	484,935	806,284
Motor Sports	2,225,150	2,334,300
Community Redevelopment	3,763,184	3,664,739
Park of Commerce	-	12,070,660
Impact Fees	3,182,323	3,741,980
Utility Tax Project	-	250,000
Total Other	<u>12,203,573</u>	<u>25,402,331</u>

**Total Expenditures All Funds**

<u><u>113,516,193</u></u>	<u><u>135,416,449</u></u>
---------------------------	---------------------------

**City of Homestead  
EXPENSES - UNRESTRICTED  
2005-2006**

**Where does the money go?**



- Mayor, Council and Clerks Office - 3%
- Comm Dev, Bldg, Plan and Zoning - 12%
- General and Administrative Services - 15%
- Police - 39%
- Parks and Recreation - 10%
- Attorney and City Manager's Office - 5%
- Finance and Human Resources - 4%
- New City Hall - 7%
- Public Works - 5%

## **MAYOR & COUNCIL**

### ***MISSION STATEMENT***

The Vision of the City of Homestead is to be the premier residential and business community in which to work, live and raise a family. This will be achieved through a customer focused government, upon Homestead's unique location and economic opportunities and embracing the following core values:

- Effectiveness
- Efficiency
- Accountability
- Diversity
- Inclusiveness
- Responsiveness

### ***Services, Functions and Activities***

The City of Homestead is governed by a Mayor, Vice Mayor and five City Council members who are elected on a non-partisan basis. The City Charter was amended in November 2002 to change the election process from a run at-large without designation of a specific seat, to an election that designates at-large seats. Four of the six Council seats include a geographical residency requirement for a specific area of the City. The other 2 Council seats do not require residence in a specific area of the City. Although four of the council seats have a geographical residency requirement, all of the elected officials are elected at large by all voters of the City. The elections are held every two years in November.

The Mayor presides over all City Council meetings, has a voice and vote in the proceedings, and serves as the ceremonial head of the City. The Mayor also appoints members of the City boards, subject to the approval of the City Council. In the absence of the Mayor, the Vice-Mayor assumes the responsibilities of the Mayor. The City Council enacts local legislation, adopts budgets, determines policies, and appoints such officers and officials as may be required by the charter or deemed necessary by the Council.

Regular City Council meetings are held on the first and third Monday of each month at 7:00 p.m. The public is welcome to attend.

## **GOALS AND MEASUREMENTS**

### **Organizational Performance:**

- Sustain an organizational culture, which promotes efficiency, effectiveness and accountability. Attract and retain a competent, cohesive and diverse workforce through training, motivation, benefits and proper representation.

### **Growth and Economic Development:**

- Capitalize on Homestead's strengths and economic opportunities. Enhance policies, procedures and strategies for marketing our community. Attract sustainable development.

### **Community Emphasis:**

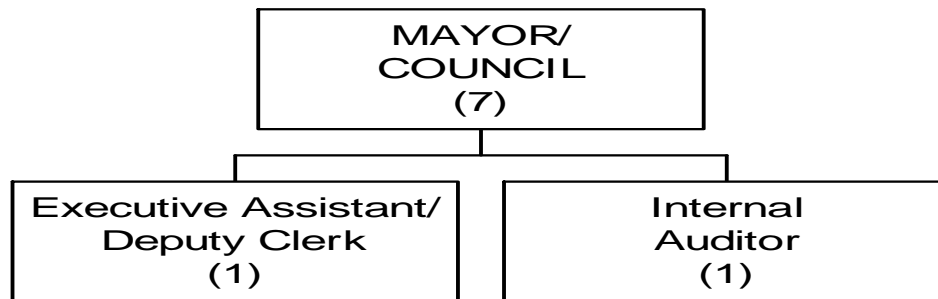
- Maintain an environment that promotes long-term customer satisfaction. Provide an atmosphere that is responsive to the community's input.

### **Innovation:**

- Identify and implement new concepts that will improve services and stimulate the business climate. Pursue technological advances for a more effective workplace environment.

### **Quality of Life:**

- Foster a progressive quality of life that promotes cultural and educational activities, family values, sports and recreation, while maintaining Homestead's "hometown" traditions.



<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	529,199	500,478	668,572
Operating Expenditures	198,162	61,619	108,762
Capital Outlay	0	0	0
<b>Total</b>	<b>727,361</b>	<b>562,097</b>	<b>777,334</b>

# **CITY ATTORNEY**

## ***MISSION STATEMENT***

The mission of the City Attorney is to protect the legal interest of the City by advising the City Council and Staff in the performance of their duties.

### ***Services, Functions and Activities***

The City Attorney is appointed by the City Council. The City Attorney's office is responsible for advising the Council, City Manager, Staff and various boards of the City on legal matters.

Ongoing functions include drafting of resolutions and ordinances to implement the legislative policies and goals of the City Council, reviewing contracts and other legal documents as necessary for the operation of the City and representing the City and its agents in the areas of labor relations, land use, general matters and litigation.

The City utilizes the services of a separate firm for matters concerning personal injuries and worker compensation issues.

## ***GOALS AND MEASUREMENTS***

### **Growth and Economic Development:**

- Increase individual City Department levels of responsibility for legal spending by implementing further staff training.
- Suggest methods for managing fees and costs.

### **Innovation:**

- Develop legal procedures to enhance the City's ability to meet its objectives.
- Further utilize advanced technology with City staff.

### **Quality of Life:**

- Conduct seminars on available approaches to resolving disputes.
- Provide guidance in complying with laws which are applicable to the delivery of City services.

### **Organizational Performance:**

- Through the Development Services Department, provide legal advice and services to assist the City Manager in providing administrative oversight, direction and support to enable the departments within the City to accomplish departmental goals as related to the City-wide goals.

**Community Emphasis:**

- Provide prospective businesses and developers with information on ordinance requirements.
- Provide information to community on laws affecting City.

<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	0	0	0
Operating Expenditures	1,041,771	1,285,191	1,200,000
Capital Outlay	0	0	0
<b>Total</b>	<b>1,041,771</b>	<b>1,285,191</b>	<b>1,200,000</b>

# OFFICE OF THE CITY MANAGER

## ***MISSION STATEMENT***

The Mission of the City Manager is to provide professional leadership, guidance, vision, and support to serve the community's needs, the City Council and Staff.

## ***Services, Functions and Activities***

The City Manager is responsible for oversight of all administrative, management and operational functions of the City. The City Manager is responsible for overseeing the preparation of the City budget and the annual Auditors Report, which are approved and accepted by the City Council. The City Manager has direct oversight responsibility of all City staff, most directly Assistant City Managers, Motor Sports Complex, & Department Heads: Finance, General Services, Human Resources, Development Services, Police, Parks & Recreation, Community Redevelopment Agency, Electric Utilities and Public Works & Services.

The City Manager formulates policy and plans and implements citywide goals and objectives as set by the City Council.

## ***GOALS AND MEASUREMENTS***

### **Growth and Economic Development:**

- Maintain an active presence with economic development organizations that include Beacon Council, Enterprise Florida and Vision Council.
- Create corporate incentive programs that will encourage relocation to Homestead.
- Provide the framework for future development through updating the Comprehensive Land Use Plan.
- Oversee the disposition of the Park of Commerce.
- Oversee the disposition of the present City Hall Site.
- Oversee the development of two substations and upgrades to the Electric Utility system.
- Present and/or implement a Master Development Plan for Downtown Homestead.
- Review the feasibility and implement of an economic study of the Krome Avenue and Campbell Drive corridors.

### **Innovation:**

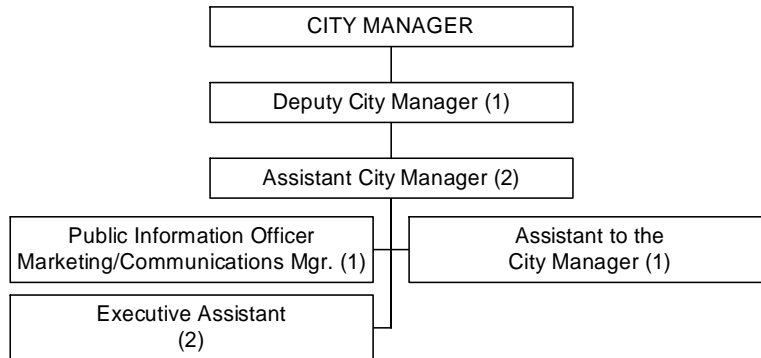
- Oversee the marketing of the fiber optic ring.
- Research and implement cutting edge technology to enhance City services.
- Use innovative planning to address the technological and business-related changes that take place in our community.
- Oversee the initial phases of development of a new City Hall.

**Quality of Life:**

- Support cultural activities offered by ArtSouth, Seminole Theatre and Main Street.
- Work with the School Board to increase number of schools in Homestead through the EFBD.
- Design and construct an expansion for the Senior Citizens Center.
- Begin the development of Humpty Dumpty Park.
- Facilitate Charter Schools within the City, including High School level.
- Develop a 10-15 minute program to air before City Council meetings on the government channel that showcases and communicates city services, projects, etc.
- Maintain a monthly community newsletter highlighting activities and developments within the City.

**Community Emphasis:**

- Improve customer service by establishing service thresholds for employees.
- Conduct at least four Community Outreach meetings a year.
- Enhance the streetscape by uniform requirements for lights and signage.
- In order to preserve undeveloped land, the City will explore opportunities to increase open green spaces.
- Conduct two Citizens Academies a year.



<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	805,756	802,580	855,433
Operating Expenditures	22,335	18,280	23,110
Capital Outlay	0	0	0
<b>Total</b>	<b>828,091</b>	<b>820,860</b>	<b>878,543</b>

# **CITY CLERK'S OFFICE**

## ***MISSION STATEMENT***

The City Clerk is a Charter Official appointed by the City Council. The Office of the City Clerk seeks to provide quality customer service to both its internal and external customers. Our goal is to serve as the premier source of information for residents, businesses, visitors and employees of the City of Homestead.

## ***Services, Functions and Activities***

The City Clerk is one of the three Charter Officials. The City Clerk is appointed by the City Council and serves as the secretary of the City Council. The City Clerk is responsible for giving notices of all Council meetings to its members and the public as well as keeping accurate recordings of the proceedings in the form of written minutes and/or audio recording. In addition, the City Clerk serves as the Financial Disclosure Coordinator with the Florida Commission on Ethics; serves as the Records Management Liaison with the Florida Department of State; Municipal Supervisor of Elections and maintains custody of City records including agreements, contracts, ordinances, resolutions and proclamations. The City Clerk is responsible for attending bid openings, , all vehicle title and registrations, codification and recording of all ordinances, resolutions and legal documents that are adopted by the City Council, collect various fees and payments, administering oaths and provide notarial services.

## ***GOALS AND MEASUREMENTS***

### **Organizational Performance:**

- Ensure City Records are properly collected, organized and recorded.
  - The Office of the City Clerk keeps an accurate journal of Council proceedings, the matters it considers, the results of that consideration and the vote of each Councilmember on matters that require a vote.
- Increase public awareness by facilitating the dissemination of public records through various communication mediums.
  - The City Clerk's Office has an on-going responsibility to disseminate information as requested by the public and subsequently processes all requests for public records. The City Clerk's Office works closely with the ITS (Informational Technology Services) Department to maintain updated records of meeting agendas and minutes on the City's Website. Additionally, the City Clerk's Office works closely with local newspapers to publish notices as required by state law.
- Secure a cost effective imaging system for maximum use of public records storage.
  - The City Clerk's Office has researched several imaging systems for optimum storage of all permanent public records. The Office will begin the implementation of scanning all Resolutions and Ordinances dating back

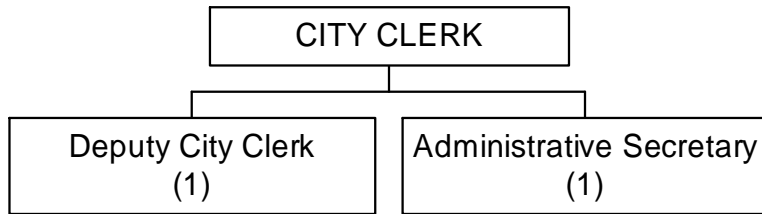
from 1913 to 1993, as the website currently holds Resolutions and Ordinances from 1993 to present.

➤ The following indicators are relevant to the office’s objectives and provide the measurements that will be utilized by this office to assess the effectiveness and quality of the services it provides:

- Number of agenda packets prepared and distributed.
- Number of minutes prepared.
- Public Notice requirements are met.
- Number of customers (internal and external) attended to.
- Number of lien search requests performed.
- Number of vehicle tag registrations and titles processed.

➤ Budget Highlights

The part-time position of an Administrative Secretary has been added to aid in the ongoing pursuit of providing quality and timely customer service.



<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	184,185	170,095	159,628
Operating Expenditures	131,169	121,575	170,900
Capital Outlay	39,050	20,166	750
<b>Total</b>	<b>354,404</b>	<b>311,836</b>	<b>331,278</b>

# DEVELOPMENT SERVICES

## *MISSION STATEMENT*

The mission of the Development Services Department is to sustain an organizational culture which ensures the proper administration of Building and Land Development Codes with efficiency, effectiveness and accountability, to improve the quality of life, that promotes cultural and educational activities, family values, sports and recreation for citizens and businesses. The Development Services Department – All three divisions: Building Safety, Planning and Zoning and Business License – deal with the health and vibrancy of the City's development, building, and business communities.

## *Services, Functions and Activities*

The department is comprised of three separate but related divisions. All three provide customer services. The **Building Safety** division reviews construction plans and issues permits, performs inspections and issues certificates of occupancy, conducts residential and commercial "courtesy inspections" and business licensing inspections. The **Planning and Zoning** division reviews and administers the City's Comprehensive Plan, prepares Evaluation and Appraisal reports, enforces Land Development Regulations, processes public hearings and administrative variances, and participates in the review of building permits and business license applications. The **Business Licensing** section issues new business licenses, renews existing licenses, collects license taxes and coordinates special events.

## **GOALS AND MEASUREMENTS**

### **Organizational Performance:**

- Sustain an organizational culture which promotes efficiency, effectiveness and accountability.
- Attract, retain and improve upon the department's organizational culture of efficiency, effectiveness, accountability and professionalism.
- Maintain and expand the breadth of our professional certifications and credentials.
- Retain and improve upon the cooperativeness, competence and cohesiveness of the department's workforce.
- Continue to be a customer friendly department with a high degree of customer satisfaction.

### **Growth and Economic Development:**

- Continue to present a positive image to encourage development opportunities capitalizing on Homestead's unique position as one of the fastest growing communities in the State of Florida.
- Enhance policies, procedures and strategies for marketing our community to attract quality sustainable development.

- Complete revisions and updating of Building and Zoning Code as related to new residential and commercial development.
- Expedite review of all plans for compliance and inspections.

### **Community Emphasis:**

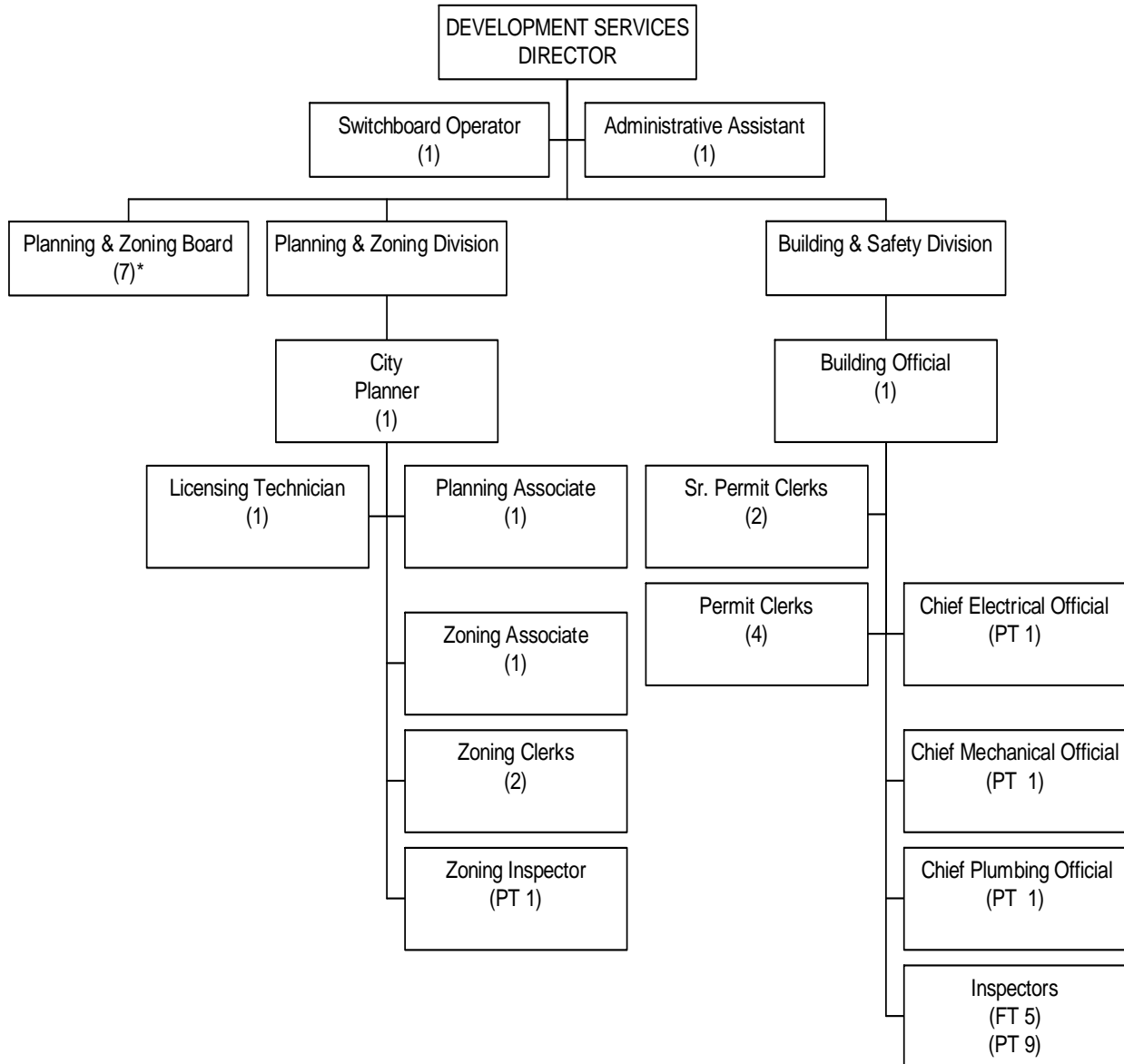
- Continue through comprehensive planning and zoning to foster an atmosphere that will help promote the quality of life and family values, sought by the current and potential citizens of the City of Homestead while preserving our “hometown” traditions and historical assets.
- Promote long-term customer satisfaction by maintaining an environment responsive to the community’s input and needs.
- Continue to be a customer friendly department with a high degree of customer satisfaction.
- Review codified impact fees: increased fees on new development will bring in more money to support increases in police, parks and public works created by the new developments.

### **Innovations:**

- Continue to innovate in order to improve the services offered by the Department such as the recently implemented Pentamation permit process system and the IVR inspection scheduling and results system.
- Continue technological innovations such as setting up Business Licensing’ license issuance and renewal modules in the Pentamation system. This will allow better information sharing and retrieval between all of the divisions of Development Services.
- Next innovation scheduled this fiscal year is to set up all Code Enforcement Programs into the Pentamation system sharing full review access and information retrieval between all of the divisions of Development Services and Code Enforcement.
- Identify and implement concepts that will improve services and stimulate the business climate.
- Create interactive capabilities on the website including permit review status and a GIS based information system.

### **Quality of Life:**

- Foster a progressive quality of life through comprehensive planning and zoning, and enforcement of development orders.
- Foster better quality of life through comprehensive enforcement and review of code enforcement issues (through technology) making Homestead an aesthetically more pleasing and cleaner community.



\* Not employees. Appointed positions.

<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	2,239,067	2,038,455	2,594,905
Operating Expenditures	1,239,600	885,921	1,395,174
Capital Outlay	17,877	16,480	75,000
<b>Total</b>	<b>3,496,544</b>	<b>2,940,856</b>	<b>4,065,079</b>

# **BUILDING SAFETY DIVISION**

## ***MISSION STATEMENT***

The Building Safety Division's responsibility is to protect the health, safety and welfare of City residents, businesses and visitors by performing construction plan reviews and building inspections in an efficient manner. In so doing, this Division ensures the integrity of new structures and major improvements to existing structures within the City of Homestead.

## ***Services, Functions and Activities***

Activities for this division include review of construction plans for new structures and improvements to existing structures for conformance with established building, electrical, plumbing, mechanical and roofing standards. The Building Safety Division is responsible for the supervision of construction activities within the City to assure compliance with the Florida Building Code (FBC) and revisions of the FBC which supplements any and all laws of the State of Florida relating to building and site development.

## ***GOALS AND MEASUREMENTS***

### **Organizational Performance:**

- Continue responsiveness to permit holders by conducting inspections within 24 to 48 hours of request.
- Provide responses for business license inspections within 5 days of request.
- Promote efficiency by assuring that the application packages are complete.
- Promote efficiency by utilization of new Pentamation and IVR systems.

### **Growth and Economic Development:**

- Promote growth and economic development by expediting all plans approval processes, compliance and inspections.

### **Community Emphasis:**

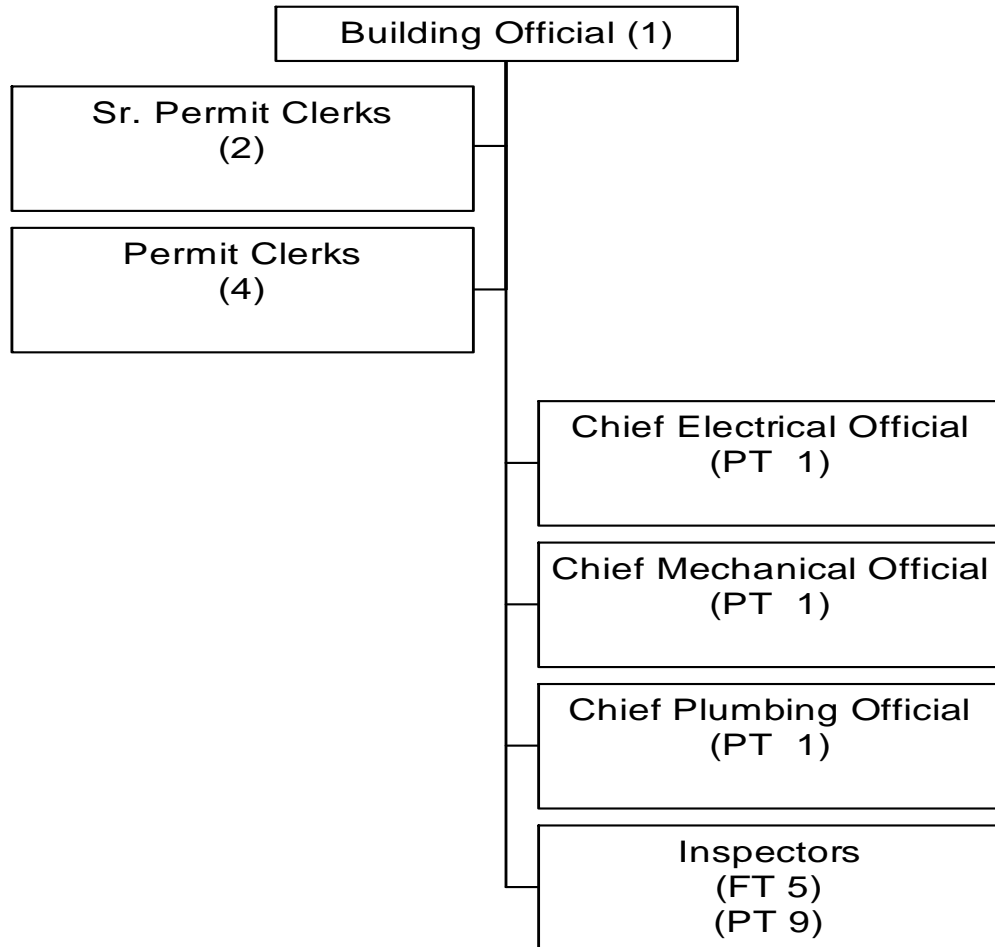
- Promote customer satisfaction by being responsive to the community in review of simple permit applications within 7 days of application.
- Maintain an environment that promotes long-term customer satisfaction.
- Continue to be responsive to the community's needs by reviewing all permit applications expeditiously.

### **Innovation:**

- Promote innovation by pursuing technological advances by fully implementing the Pentamation and IVR systems.
- Promote quicker issuance of Certificates of Occupancy utilizing the Pentamation System.

**Quality of Life:**

- Instituted directive from the Building Official that ALL hurricane shutters be mounted and in place and the residences found to be secure BEFORE issuance of a Certificate of Occupancy.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	2,229,067	2,032,771	2,584,905
Operating Expenditures	250,100	170,503	273,174
Capital Outlay	17,877	16,480	75,000
<b>Total</b>	<b>2,497,044</b>	<b>2,219,754</b>	<b>2,933,079</b>

# PLANNING AND ZONING DIVISION

## ***MISSION STATEMENT***

The mission of the Planning and Zoning Division is to provide outstanding planning and zoning services to the community; maintain, administer and update the City of Homestead's Comprehensive Plan and land use regulations in accordance with all applicable Florida Statutes in order to achieve higher levels of quality of life, improve community image and customer focus for the residents and businesses of the City, while preserving Homestead's history and traditions.

## ***Services, Functions and Activities***

This division promulgates and practices innovative measures to improve services on a continual basis; responsible and sensitive to residents' concerns and comments; oversees all updates and evaluates the City's Comprehensive Plan; provides efficient internal and external guidance and support in the initiation; coordination and implementation of special studies. Activities include the proposal of major changes to land use regulations and being responsive to development trends and citizen input, providing information on issues pertaining to historic preservation, land use, affordable housing, urban design and growth and the preparation and implementation of small projects. The Zoning section administers and enforces land development regulations and serves as a resource agency for citizens, developers, contractors, architects, business owners, other City departments and agencies. The Planning and Zoning Board's mission is to promote orderly growth and development giving consideration to the health, safety, history, beautification and welfare of citizens and their properties.

## ***GOALS AND OBJECTIVES***

### **Organizational Performance:**

- Administer public hearing applications in a timely and effective manner by ensuring adherence to the published schedule.
- Continue to provide efficient review of plans for zoning compliance within 24 to 48 hours of submittal from Building Safety Division.
- Promote efficiency by assuring that application packages are complete.

### **Growth and Economic Development:**

- Continue revisions and updating of building and zoning code as related to new and resurgence of existing residential and commercial development.
- Continue to present a positive image to encourage development opportunities capitalizing on Homestead's unique position as one of the fastest growing communities in the State of Florida.

### **Community Emphasis:**

- Continue through comprehensive planning and zoning to foster an atmosphere that will help promote the quality of life and family values, sought by the current

and potential citizens of the City of Homestead while preserving our “hometown” traditions and historical assets.

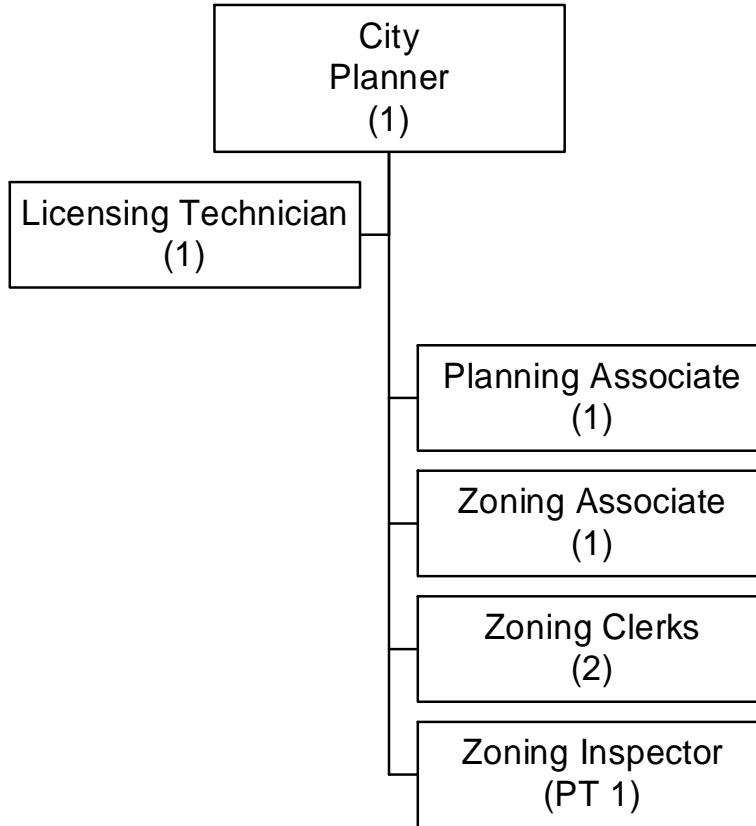
- Promote long-term customer satisfaction by maintaining an environment responsive to the community’s needs.

**Innovation:**

- Continue to investigate review processes and concepts to improve services and stimulate the business climate.
- Create interactive capabilities on the website including a GIS based Zoning Information System.

**Quality of Life:**

- Through comprehensive planning and zoning, foster new concepts that promote the quality of life, cultural and educational activities, family values, sports and recreation, while preserving Homestead’s “hometown” traditions and historical assets.
- Accomplish the above by inspecting the construction projects to verify that required visual amenities such as landscaping are installed in accordance with the development orders as approved by the City Council.
- Assisted in the preparation and will monitor compliance of the Southwest Neighborhood Master Plan. Working on the Northwest Neighborhood Plan to follow the existing northwest moratorium. Both will help to spur development and upgrade the quality of life in the older portions of the City.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	10,000	5,684	10,000
Operating Expenditures	989,500	715,418	1,122,000
Capital Outlay	0	0	0
<b>Total</b>	<b>999,500</b>	<b>721,102</b>	<b>1,132,000</b>

\* Personnel Services: Planning/Economic Development Administrator, Zoning, Associate and Zoning Clerk costs are accounted for in Development Services Expenditure Summary.

# **BUSINESS LICENSING SECTION**

## ***MISSION STATEMENT***

The mission of the Business Licensing Section is to insure that all new and existing businesses within the City comply with Florida Statute Chapter 205 and Chapter 16 'License Taxes and Business Regulations' of the City Code.

## ***Services, Functions and Activities***

Focus on customer satisfaction by providing Business Licenses within 7 days of the application.

## ***GOALS AND MEASUREMENTS***

### **Organizational Performance:**

- Decrease the percentage of delinquent licenses.
- Monitor percentage paid after October 1<sup>st</sup>, November 1<sup>st</sup>, December 1<sup>st</sup>, and January 1<sup>st</sup>.

### **Community Emphasis:**

- Develop a long-term customer relationship.
- Provide a friendly and efficient atmosphere.
- Provide timely issuance of Business Licenses for new businesses and renewals.
- Ensure 90% of applications received are resolved within 7 days of application.

### **Quality of Life**

- Through licensing, reinforce enforcement of the code to protect the health, safety and welfare of City residents and City businesses.
- Through licensing, monitor the livability conditions of rental units to protect the health, safety, and welfare of City residents who rent.

### **Innovation:**

- Promote innovation by pursuing technological advances such as updating the Business license/renewal database. The 2005/2006 business license issuance and renewal is on the Pentamation system and information is more readily accessible.
- Initiate modification and strict enforcement of City's rental unit / housing codes. Will integrate the rental units and code enforcement information into the Pentamation system. This will allow better information sharing and retrieval between all of the divisions of Development Services as well as Code Enforcement

**Note:** *The organizational chart regarding this section can be found in the Planning and Zoning Division.*

# **FINANCE DEPARTMENT**

## ***MISSION STATEMENT***

It is the mission of the Finance Department to maintain and report accurate financial records; to provide the City Manager with valuable financial information to assist in the decision making process; and, to provide all city departments with timely, accurate and efficient accounting services.

## ***Services, Functions and Activities***

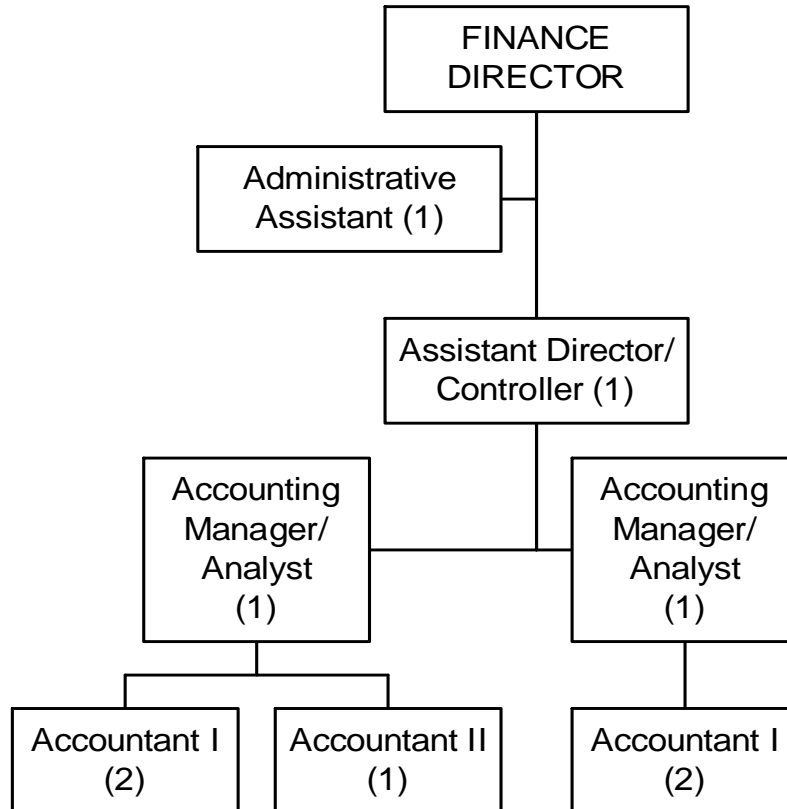
The Finance Department is responsible for the proper accounting of all City funds and compliance with all applicable regulations and laws. Routine duties include processing payroll, accounts payable, accounts receivable, central collections, general ledger fund accounting, preparation of applicable State and Federal reports, periodic financial reports to management, administering debt service, and investment of City funds. The Department is also responsible for the implementation and control of the approved budget and the preparation, and disclosure of the Financial Statements, including responses to the Financial Auditors. It also provides other departments with financial analysis and assists with banking transactions that arise during the year.

## ***GOALS AND MEASUREMENTS***

### **Organizational Performance:**

- Insure that all balance-sheet accounts are reconciled on a monthly basis.
- Issue monthly Memo Report to council comparing actual revenues and expenses to budget.
- Reengineer the budget preparation process.
- Apply for the Excellence award from GFOA for Budget Presentation.
- Apply for the Excellence award from GFOA for Financial Reporting.
- Streamline the Financial Audit and issue the Comprehensive Annual Financial Report by February of the following year.
- Redesign the Chart of Accounts to comply with the State Accounting Manual.
- Contract with investment advisor to maximize interest revenue.
- Seek opportunities to establish new revenue sources.
- Revise the Travel Policies and Procedures Citywide.
- Incorporate indirect cost recovery rates for all grants.
- Train new staff on grant accounting.
- Create and maintain a department wide operations manual.
- Implement and maintain a performance measurement reporting system.
- Purchase, install and implement the use of Q-rep an inquiry based tool used to extract data from the main-frame for analysis and specialized inquiry reporting.
- Automate the bank reconciliation process using tape to tape or other technology
- Develop a timely and informative investment and investment earnings reporting process.
- Streamline the utilities collections and revenue recording process.

- Assess property tax rolls for valid exemptions and valuation.
- Streamline procedures for fixed asset accountability.
- Update Cost Allocation Plan.
- Review compliance with Federal and State tax statutes.
- Provide training sessions to Finance staff on technical government, finance, accounting and auditing updates, industry best practices, and software use and upgrades.



<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	789,351	797,101	822,520
Operating Expenditures	177,872	151,252	145,499
Capital Outlay	22,050	13,588	3,150
<b>Total</b>	<b>989,273</b>	<b>961,941</b>	<b>971,169</b>

# **GENERAL SERVICES DEPARTMENT**

## ***MISSION STATEMENT***

The mission of the General Services Department is to provide efficient and cost effective internal services to other City departments.

The General Services Department consists of four entities; Information Technology Service (ITS), Procurement & Contract Services ("PCS"), Fleet Management and Special Projects. The units all have a common thread in being "Internal Service" functions to other City Departments. In addition, the synergy that is developed between ITS, Procurement & Contract Services and Special Projects is a strong factor in assuring the successful implementation of new and special projects.

## ***Services, Functions and Activities***

### **INFORMATION TECHNOLOGY SERVICES**

The Information Technology Services Division provides support to the City's operating groups by providing consulting, coordination and implementation services for computer and communications technologies. The group is responsible for all computer projects, equipment and services for the City including computer hardware / software purchasing, evaluation, design, development and implementation and training. The Group also has the responsibility for administering the City telephone systems / services and acts as coordinator for VHF radio network activities in non-public safety departments.

### **PROCUREMENT & CONTRACT SERVICES**

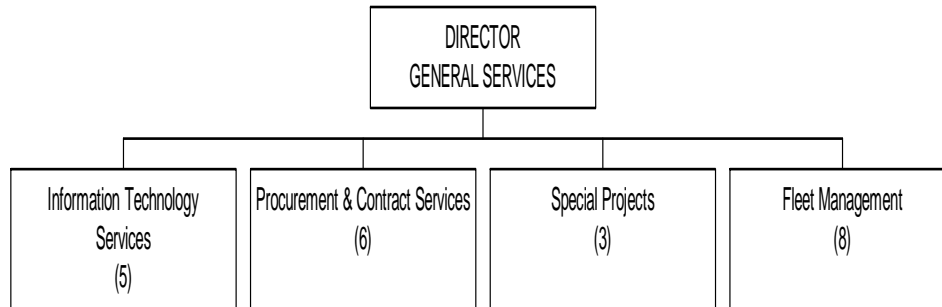
The Procurement & Contracts Services Division functions include procurement of a variety of assigned commodity groups and services, preparation of bid documents, conducting pre-bid conferences, analyzing bid responses and the preparation of central purchase orders. The Procurement & Contract Services Division conducts assigned research and develops recommendations of purchasing feasibility and contract placement; evaluates existing maintenance and service contract coverage and duration and recommends appropriate modifications based upon the best interests of the City of Homestead. In addition, this group oversees the disposition of surplus, confiscated and abandoned property. Procurements & Contract Services works closely with the City Manager's, City Attorney's and City Clerk's offices to assure an efficient and smooth application of procurement services.

### **SPECIAL PROJECTS**

Special Projects has been tasked with implementing projects and systems throughout the City. The group performs analysis, designs solutions, formulates implementation plans, implements, creates documentation and, in many cases, turns the completed project over to other Departments for ongoing administration. The Group also functions as a "catch-all"; assuming responsibility for operations that are not tasked to specific Departments, and may therefore cross Department boundaries. The group assumed the document imaging function from ITS.

## FLEET MANAGEMENT

Fleet Management is responsible for the stocking of parts, fuels, coordination of fleet purchases and the maintenance of small engines, sedans, light and heavy trucks, tire repair services and off-road equipment owned by the City, in a cost-effective, reliable and customer-focused manner; (with the exception of paint and body, glass, heavy welding, diesel engine overhaul and automatic transmission repair). It maintains more than 510 vehicles / equipment, (2) 12,000 gallon fuel tanks and dispensers and manages permits and contract work.



<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
<b>General Fund</b>			
Personnel Services	1,216,400	1,193,444	1,152,588
Operating Expenditures	302,954	292,266	345,119
Capital Outlay	754,420	732,450	232,093
<b>Total</b>	<b>2,273,774</b>	<b>2,218,160</b>	<b>1,729,800</b>
<b>Internal Fund</b>	548,161	509,138	581,520
Personnel Services	111,403	110,824	116,370
Operating Expenditures	36,488	36,336	17,400
Capital Outlay	0	104,715	11,595
<b>Total</b>	<b>696,052</b>	<b>761,013</b>	<b>726,885</b>
<b>General Services Grand Total</b>	<b>2,969,826</b>	<b>2,979,173</b>	<b>2,456,685</b>

# **INFORMATION TECHNOLOGY SERVICES**

## ***MISSION STATEMENT***

To provide technical support in the areas of computers and communications to all City departments, as well as develop long range strategic plans for the incorporation of current and future technologies into the City's goals and objectives.

## ***Services, Functions and Activities***

The Information Technology Services Department provides support to the City's operating departments with information services through the coordination and application of computer and communications technologies. The department is responsible for all computer projects, equipment and services for the City including computer hardware/software purchasing, evaluation, design, development and implementation, and training. The Department also has responsibility for administering the City telephone systems and services.

## ***GOALS AND MEASUREMENTS***

### **Community Emphasis:**

- Utilize the Internet to provide services directly to citizens.
- Develop a pilot program to utilize Internet-based "Kiosks" to provide citizen interaction.
- Provide enhanced community access to City information and activities via the City's web site.

### **Growth and Economic Development:**

- Continue to search for funding alternatives and/or private-public partnerships in order to continue the development of the City of Homestead's fiber-optic based network for the City's staff, utility customers and citizens.

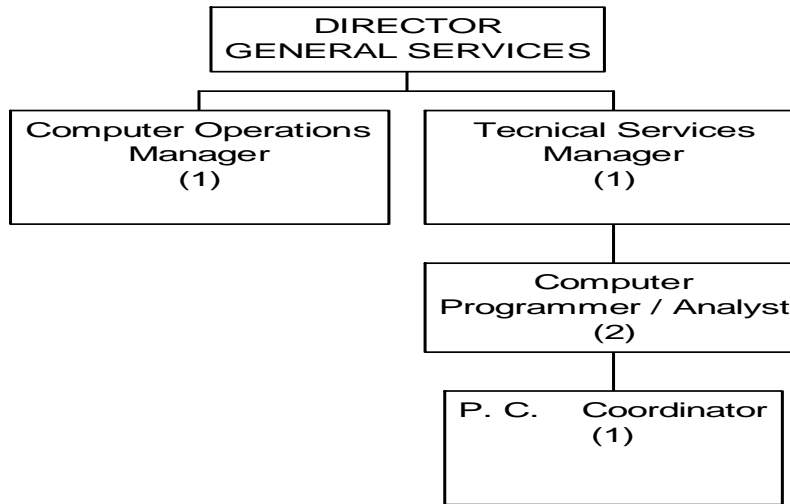
### **Innovation:**

- Utilize new computer technologies to assist staff in achieving efficient and cost effective job performance. Conversion to the HTE "Naviline" technology has brought a "Windows-style" interface to the core City application software.
- Maintain and enhance the City's high-speed data communications network to remain at level of at least 99% uptime (availability). This will continue to provide reliable and quick access to network resident information.
- Evaluate, test, and implement network systems to run at higher speeds utilizing new networking technologies. This is necessary as we increase network based solutions requirements and multimedia based systems.
- Continue other work in telecommunications area to bring more cost effective products into the City.
- Continue development and integration of the Citywide GIS (Geographic Information Systems) software. By placing the information for City functions and

departments under a common GIS database, these departments will have a natural sharing of information on activities involving properties within the City's jurisdiction. The new Permitting, Inspections, Business Licensing, and Code Enforcement applications will be enhanced by the integration with GIS technologies.

**Organizational Performance:**

- Sustain mainframes' network levels of service (up-time) to over 99%.
- Facilitate training in the core software systems in use by City staff. Conducting in-house classes with continued utilization of outside vendors to provide a wide range of training programs and (possibly) certifications. This will upgrade the productivity potential for City staff that utilizes computer systems as part of their jobs.
- Maintain and enhance the City's computer and technology infrastructure. This includes hardware and software for the IBM i550 Computer system, approximately 270 desktop workstations, and all system and application software involved. Additionally, ITS supports the City's telephone system services, and acts as coordinator for the VHF radio network (which is scheduled to receive FCC licensing for 2 additional duplex frequencies this year). This will enhance productivity of staff by supplying newest technology-based tools (including cooperative work-group products) and maintaining a robust, integrated product environment.
- Continue the project (started in FY 99-00) of implementing a Digital Document Imaging (DDI) system and workflow products for use by all City departments and the public. By digitizing the information outputs and making this information available through electronic indexing and retrieval system the staff can be more effective in indexing, retrieving, collating and distributing documents.
- Continue to enhance the Intranet component to allow City staff to participate in workflow-oriented functions. The increased utilization of electronic workflow methods will result in a reduced-paper intensive environment.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	394,816	373,610	419,192
Operating Expenditures	187,688	190,598	207,680
Capital Outlay	413,282	435,703	112,280
<b>Total</b>	<b>995,786</b>	<b>999,911</b>	<b>739,152</b>

# **PROCUREMENT & CONTRACT SERVICES**

## ***MISSION STATEMENT***

The mission of the Procurement & Contract Services Division (“PCS”) is to procure and manage supplies, materials, services, and equipment at the lowest overall cost to the City, in accordance with approved and accepted procedures relating to open competition. The PCS Division accomplishes this with four functional areas: purchasing, contract administration, central supply warehouse, and surplus management.

The Division functions include procurement of a variety of assigned commodity groups and services, preparation of bid documents, conducting pre-bid conferences, analyzing bid responses and the preparation of central purchase orders. The Division conducts assigned research and develops recommendations of purchasing feasibility and contract placement; evaluates existing maintenance and service contract coverage/duration and recommends appropriate modifications based upon the best interests of the City of Homestead.

In addition, this department oversees the disposition of surplus and confiscated/abandoned property. The Division works closely with the City Manager’s, City Attorney’s, and City Clerk’s offices to assure an efficient and smooth procurement service.

## ***Services, Functions and Activities***

Purchase, or contract for purchase, all supplies and contractual services needed by any using agency, which derives its support wholly, or in part, from the City or is owned and operated by the City. Procure the highest quality supplies and contractual services at the least expense to the City. Obtain as full open competition as possible on all purchases and sales. Keep informed of current developments in the field of purchasing, prices, market conditions and new products. To secure for the City benefits of research done in the field of purchasing by other governmental jurisdictions, national technical associations having national recognition and by private business organizations. Maintain adequate but moderate inventory in the Central Store Warehouse and maintain a perpetual inventory record of all materials, supplies and equipment stored therein.

## ***GOALS AND MEASUREMENTS***

To purchase supplies, materials, services and equipment in the quantity and quality required, at the lowest cost to the City.

### **Organizational Performance:**

- Further the education of all Procurement staff by requiring certification standards for the Department.
- Staff Training.

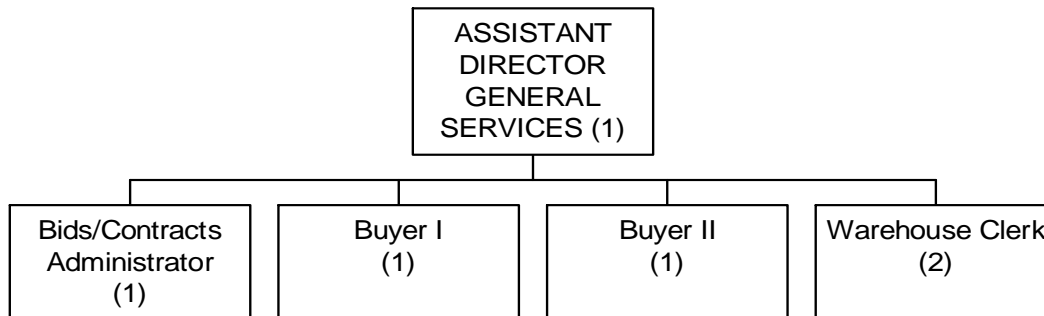
- Implement software-based workflow for more effective Contract tracking and administration.

**Community Emphasis:**

- Make all efforts to find additional vendors for the City. This shall include sending letters to appropriate vendors that register for new business licenses within the City. This is accomplished by posting a current list of all Bids, Request for Proposals (RFP's) and Request for Quotations (RFQ's) on the City's internet website and Demand Star.
- Advertise.
- Continue implementation of On-Line Auctions for disposal of surplus items as they become available.
- Implement automatic contract software, whereas departments will be notified of up coming contract expirations or renewals via email.
- To further maintain the Vendor database and ensure all information is accurate, along with maintaining records of W-9 Forms and Entity Disclosure Statements.

**Quality of Life:**

- All quotes shall include at least one local vendor, as well as contacting local vendors when appropriate for Bids, RFP's and RFQ's.
- Increase local vendor participation.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	349,588	343,905	355,803
Operating Expenditures	81,932	78,378	93,285
Capital Outlay	9,000	10,107	27,000
<b>Total</b>	<b>440,520</b>	<b>432,390</b>	<b>476,088</b>

## **SPECIAL PROJECTS**

### ***MISSION STATEMENT***

To support the City's operational goals and objectives by providing a responsive, cost effective venue for implementing projects and completing tasks that would otherwise burden individual departments.

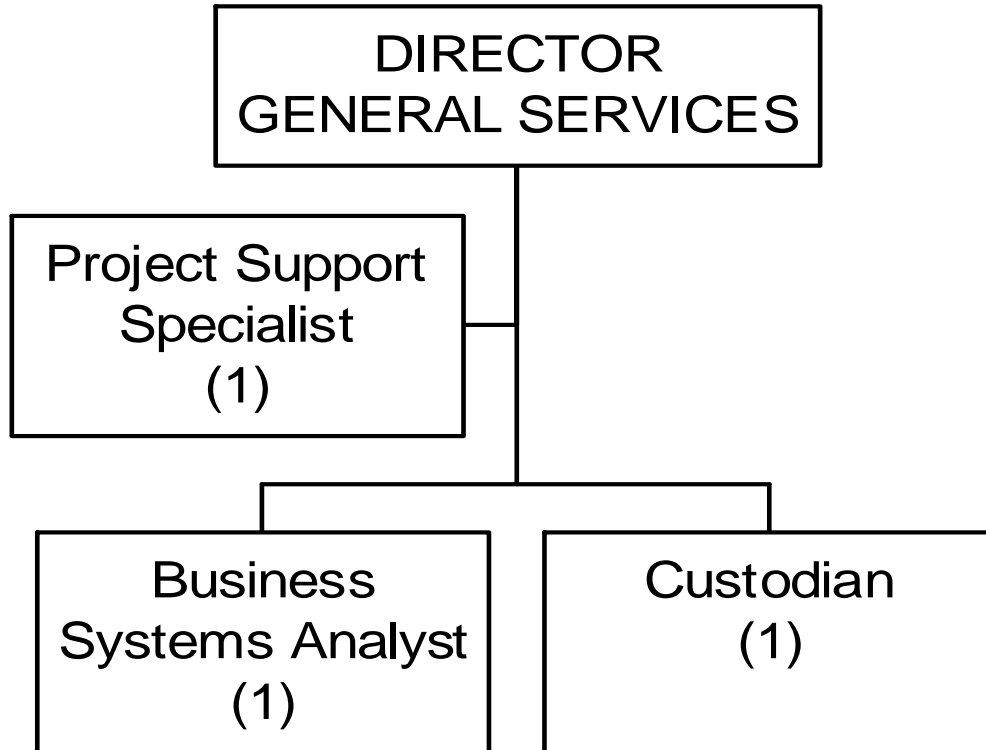
### ***Services, Functions and Activities***

The Special Projects Group provides support to the City's operating departments by providing a means to analyze, design, and implement solutions to problems and complete projects that would otherwise not be accomplished due to a lack staffing and/or material.

### ***GOALS AND MEASUREMENTS***

#### **Organizational Performance:**

- Continue to work on the City-Wide Integrated Voice Response (IVR) solutions to enhance customer focused initiatives.
- Continue working on evaluation of products, systems, and methodologies to produce a more effective, responsive staff environment.



<b>*Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	471,996	475,929	377,593
Operating Expenditures	33,334	23,290	44,154
Capital Outlay	332,138	286,640	92,813
<b>Total</b>	<b>837,468</b>	<b>785,859</b>	<b>514,560</b>

\* Includes Administration, Special Projects and Grants.

# **FLEET MANAGEMENT**

## ***MISSION STATEMENT***

It is the mission of the Fleet Management Division to provide quality services to the City's fleet and equipment in a cost-effective manner, while achieving customer satisfaction.

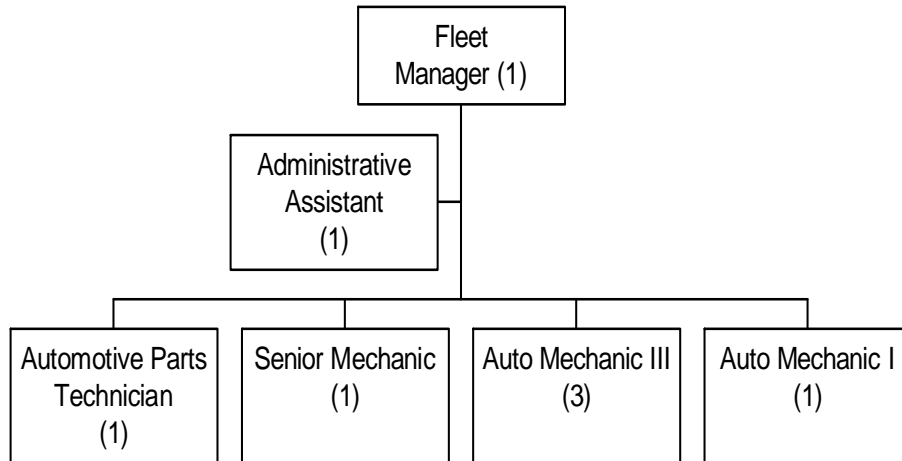
## ***Services, Functions and Activities***

Responsible for the stocking of parts, fuels, coordination of fleet purchases and the maintenance of small engines, sedans, light and heavy trucks, tire repair services and off-road equipment owned by the City, in a cost-effective, reliable, and customer-friendly manner; (with the exception of paint and body, glass, heavy welding, diesel engine overhaul and automatic transmission repair). Fleet Maintenance maintains more than 510 vehicles/equipment, (2) 12,000 gallon fuel tanks and dispensers and manages permits and contract work.

## **GOALS AND MEASUREMENTS**

### **Organizational Performance:**

- Fleet purchases, repairs and performs maintenance that promotes customer satisfaction and foster innovation in the delivery of high quality services that promote efficiency and competitiveness and lead to self-sufficiency.
- Maintain log on total work orders per mechanic.
- Monitor fuel consumption per vehicle.
- Complete 70% of repairs within 24 hours.
- Complete 95% of preventative maintenance items on schedule upon availability of parts and reduce downtime.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	548,161	509,138	581,520
Operating Expenditures	111,403	110,824	116,370
Capital Outlay	36,488	36,336	17,400
Other	0	104,715	11,595
<b>Total</b>	<b>696,052</b>	<b>761,013</b>	<b>726,885</b>

# GENERAL ADMINISTRATION

## MISSION STATEMENT

The mission of General Administration is to provide both internal City Department support and external Citywide enhancement, fostering special projects that benefit the community.

## Services, Functions and Activities

Perform internal department support. Act as liaison between the City and the public.

## GOALS AND MEASUREMENTS

### Organizational Performance:

- Assist City Departments that require immediate attention on Citywide projects.
- Insure ADA Compliance on all City owned facilities.

### Growth and Economic Development:

- Comprehensive public relations program.

### Community Emphasis:

- Act as liaison between the City and the public (both commercial owners and citizens) that require immediate attention on City enhancements, thus alleviating the burden on the City Council to respond to constituent calls.

<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	1,000,000	1,000,100	1,477,073
Operating Expenditures	1,364,559	881,493	1,457,123
Capital Outlay	18,275	4,828	5,500
Other	881,285	631,285	976,984
<b>Total</b>	<b>3,264,119</b>	<b>2,517,706</b>	<b>3,916,680</b>

# HUMAN RESOURCES

## *MISSION STATEMENT*

The Mission of the Human Resources Department is to provide timely and effective services in the personnel, labor relations, insurance, and safety areas to City departments, employees and the public.

### *Services, Functions and Activities*

The Human Resources Department is organized into four service areas:

**Employee Relations** including recruitment, selection, job descriptions, classifications, policy development, assessment, training, performance evaluation, disciplinary actions and wage & benefit surveys.

**Employee Benefits** including health & welfare, group benefits program, orientation, community relations, tuition reimbursement/scholarships, employee recognition and counseling/assistance.

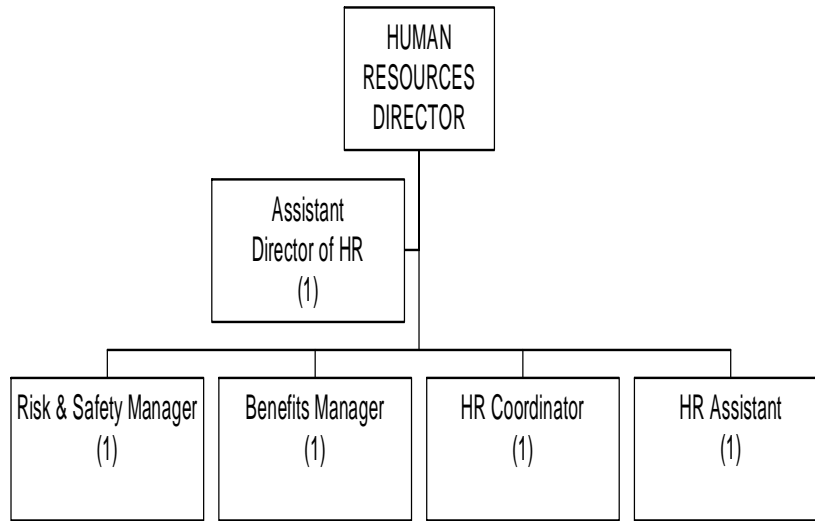
**Risk Management** including accident/incident investigation, reporting & monitoring for Workers Compensation, safety training and general liability issues.

**Administration** including labor relations, legal regulations, strategic planning, training and development.

## **GOALS AND MEASUREMENTS**

### **Organizational Performance:**

- Provide in-house training for all employees to enhance their skill level. Various programs to be scheduled may include supervisory and management skills, continuing with customer service focus, change management, organization/time management, personal financial planning and retirement planning.
- Continue to motivate and reward employees through programs geared toward employee appreciation. These will include continuing the Employee Appreciation Monthly Drawings and the Quarterly Employee Birthday Celebration to recognize all employees' birthdays in that particular quarter.
- Continue the focus on a healthier lifestyle for all employees with a Wellness program called "Living Healthy" with a health fair, diet/exercise programs, or other suggestions from employees.
- Finalize establishing the City as a "Drug Free Workplace" through our Employee Assistance Program "EAP" and random drug testing for all employees.
- Coordinate with ITS on the implementation of the new HTE–HR software to capture and enhance our employee information and requested reports.
- Continue with the implementation of the new Identocard employee identification badge system. Throughout the year integrate the security access with this system.



<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	441,258	437,563	473,123
Operating Expenditures	43,020	33,405	71,000
Capital Outlay	0	0	2,000
<b>Total</b>	<b>484,278</b>	<b>470,968</b>	<b>546,123</b>

# **POLICE DEPARTMENT**

## ***MISSION STATEMENT***

The Homestead Police Department is committed to Community Service. To work in partnership with the citizens and the Police Department toward providing a safe environment and to improve the quality of life consistent with the values of the community.

We are committed to creating an atmosphere of safety and security in Homestead with an emphasis on responsive community based policing with integrity, fairness and professionalism.

## ***Services, Functions and Activities***

The Police Department is responsible for enforcing Federal, State, County and local laws. The Police Department responds to requests for service within the community. Community Services include: Patrol services and local programs for the prevention of crime, conducting preliminary and follow up investigations, conducting traffic control activities and maintaining internal controls to insure fair, efficient and effective police services.

## ***GOALS AND MEASUREMENTS***

### **Organizational Performance:**

- Continue to provide a supervisory structure that promotes a department wide goal of providing fast, efficient police services to the public.
- Maintain a professional training program for sworn personnel for required annual training and specialized training for enhancement of departmental capabilities.
- Provide for ongoing cross training of administrative personnel to promote increased efficiencies in administrative functions and minimize disruptions to services due to staffing losses, personnel vacations and other time off.
- Continue to provide for fair, impartial, internal investigations of citizen complaints against departmental personnel.

### **Growth and Economic Development:**

- To assist in business growth by focusing on reducing business burglaries and related crimes.
- To sponsor an atmosphere where the general public feels safe and secure in visiting local businesses thereby assisting both the local businesses as well as attracting others to locate their business in the City.

### **Community Emphasis:**

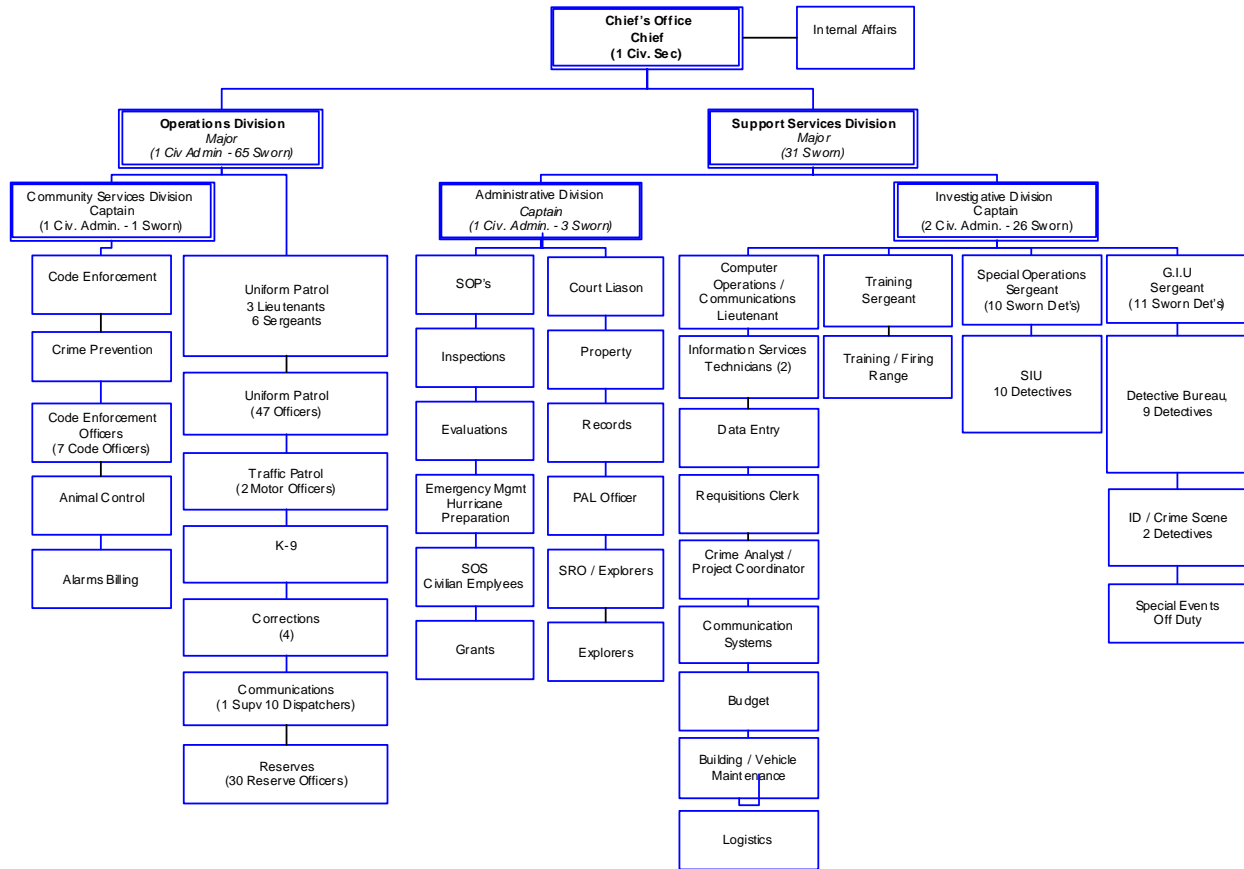
- Protect and serve the residents, businesses and guests of Homestead.
- To enhance and maintain a good working relationship with the community through responding to all requests for Law Enforcement assistance, enforcing Federal, State, and local laws and investigating criminal activities occurring throughout the community.

### **Innovation and Technology:**

- Continue enhancement of the Department's radio communications by changing the remaining sites to carry the radio traffic via the Department's digital network.
- Continue enhancement of the Department's dispatch and records management with emphasis on bringing all available information to the officer's laptop computer in the field.

### **Quality of Life:**

- Continue to provide fast and efficient police services to maintain the public's knowledge that help is immediately available with a single phone call.
- Continued emphasis on proactive law enforcement actions to reduce crime and promote an atmosphere of safety and security in the daily activities of our citizens.



<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
<b>General Fund</b>			
Personnel Services	10,703,179	10,659,916	12,409,437
Operating Expenditures	2,020,717	1,913,130	2,499,034
Capital Outlay	304,425	174,610	0
<b>Total</b>	<b>13,028,321</b>	<b>12,747,656</b>	<b>14,908,471</b>
<b>Forfeiture Fund</b>			
Personnel Services	657,756	605,521	549,932
Operating Expenditures	774,593	664,499	821,426
Capital Outlay	118,632	111,699	0
<b>Total</b>	<b>1,550,981</b>	<b>1,381,719</b>	<b>1,371,358</b>
<b>Police Dept.'s Grand Total</b>	<b>14,579,302</b>	<b>14,129,375</b>	<b>16,279,829</b>

# OFFICE OF THE POLICE CHIEF

## ***MISSION STATEMENT***

It is the mission of the Chief's Office to guide the overall administration and operation of the Homestead Police Department, ensuring that the community receives efficient and effective service, keeping with democratic principles.

## ***Services, Functions and Activities***

The Office of the Police Chief is responsible for the overall administration and operation of the Homestead Police Department. The Chief's Office directly oversees policy and procedural development and implementation, departmental administration and operations, planning and research activities and all disciplinary investigations and administration of discipline.

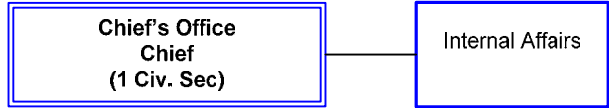
The Office of the Police Chief administers departmental operating, capital, grant and forfeiture budgets. The Chief's Office coordinates public safety issues and emergency management readiness for the City of Homestead. The Chief's Office represents the department to local community and local governments.

The Office of the Police Chief has direct oversight for all staff and Department Heads, Support Services, Community Services, Operations Division and Investigative Division.

## ***GOALS AND MEASUREMENTS***

### **Organizational Performance:**

- Provide leadership and overall supervision and policy decisions for the department.
- Continue technological upgrades of the Police Department capabilities, ensuring that in-service training opportunities are available to all employees and conducting fair and impartial internal investigations based upon citizen complaints against departmental personnel.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	455,241	457,031	482,705
Operating Expenditures	25,281	8,662	9,100
Capital Outlay	0	0	0
<b>Total</b>	<b>480,522</b>	<b>465,693</b>	<b>491,805</b>

# **OPERATIONS SERVICES DIVISION**

## ***MISSION STATEMENT***

The mission of the Operations Services Division is to carry out and follow through with general instructions from the Chief's Office in the protecting of lives and property of the City, as well as responding to the special needs and requests of the community.

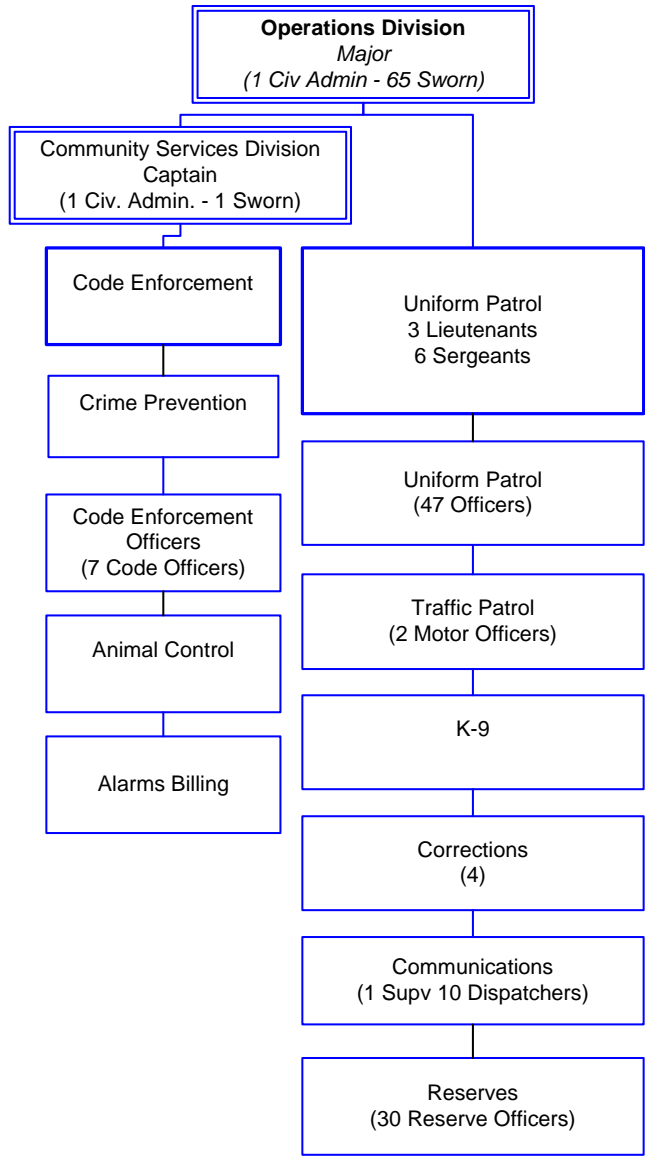
## ***Services, Functions and Activities***

This division is made up of the Detective Bureau, Crime Suppression, Uniform Detail, Uniform K-9 Detail, VIN Unit, Dispatch and Corrections-Jail. The primary duties of this Division are to enforce Federal, State, County and local laws, respond to all requests for Law Enforcement assistance and respond to special needs and requests from the community. Responding to all complaints received by telephone or in person and transporting prisoners to local correctional facilities. These responsibilities are achieved by the Division through providing professional Police services through leadership, guidance and continual training of all employees and evaluating the level and effectiveness of those services.

## ***GOALS AND MEASUREMENTS***

### **Quality of Life:**

- Provide professional law enforcement services.
- Continue to maintain rapid, efficient responses to calls for service while the City's population grows. As of the close of last fiscal year, calls for service had increased by 16% over the previous year to an estimated total of 50,730 calls by the end of the calendar year. Dispatch operations have increased by 10% to a total of 732,650 telephone calls and radio transactions.
- Provide proactive traffic enforcement activities.
- Continue to provide for the temporary custody (less than 6 hours) and transportation of at least 3,000 prisoners annually.
- Continue to improve professionalism through increased in-service training to ensure a continued swift and efficient response and resolution to requests for law enforcement assistance.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	6,685,593	6,555,695	6,936,799
Operating Expenditures	993,699	978,906	1,241,062
Capital Outlay	126,930	79,235	0
<b>Total</b>	<b>7,806,222</b>	<b>7,613,836</b>	<b>8,177,861</b>

# **COMMUNITY SERVICES DIVISION**

## ***MISSION STATEMENT***

It is the mission of the Community Policing Unit, Code Enforcement Division and Code Enforcement Board, to form a partnership with the citizens of Homestead in order to enhance the quality of life in the Homestead Community and to adopt a problem solving philosophy in order to meet this objective and to ensure the health, safety and welfare of the residents, businesses and visitors of the community.

## ***Services, Functions and Activities***

This Division administers the community Policing oriented programs. This includes Crime Prevention, Community Affairs Bureau, Explorers, Public Information, Traffic Safety, Code Enforcement, Code Enforcement Board, School Resource Officers, Police Athletic League and Animal Control. Activities of Code Enforcement, Code Enforcement Board and Animal Control include civil code enforcement of Florida Statute 162 and Chapter 7 of the City Code; stated purpose being to promote, protect and improve the health, safety and welfare of the citizens by authorizing the creation of administrative boards.

The Community Services Division provides community partnering service for the residents, businesses and guests of the local community; by administering and directing community policing, crime prevention programs, enforcing local property codes, suppressing illegal dumping in the community and providing positive activities and counseling of community youths via the Police Athletic League and School Resource Officers.

## ***GOALS AND MEASUREMENTS***

### **Community Emphasis:**

- Improve and maintain a community partnering service with our residents and businesses.
- Improve and strengthen crime prevention programs with continuing patrols and Police presence in areas of higher crime incidents, by foot, bicycle and marked Police vehicle patrols. Continuing strong enforcement of property codes within the City limits in order to support the City's Beautification Plan and General Safety Objectives.
- The crime prevention unit will work closely with the tourism committee in order to assist in implementing ideas and strategies to make the City more appealing to visitors to our area.

### Divisional Expenditure Summary

	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	817,174	742,037	786,390
Operating Expenditures	132,599	105,919	145,816
Capital Outlay	7,500	0	0
<b>0Total</b>	<b>957,273</b>	<b>847,956</b>	<b>932,206</b>

# **INVESTIGATIVE SERVICES DIVISION**

## ***MISSION STATEMENT***

The mission of the Investigative Service Division is three fold due to two different units that the division includes. The Detective Bureau investigates crimes, which are reported to uniform patrol by interviewing victims and witnesses along with obtaining and interpreting physical evidence. This is done to identify and apprehend the subject of the crime.

The mission of the Special Investigative Unit is two fold. First, to take a proactive approach in reducing criminal activity. This will be done using search warrants, street sweeps and other operations deemed useful in the overall reduction of crime within the City of Homestead. Second, to identify and arrest traffickers of narcotics and other substances and work with other local, state and federal agencies, outside the City of Homestead. This will be done using undercover officers and will include the use of other agencies different task forces. Four Detectives from this unit are funded from the Forfeiture fund.

## ***Services, Functions and Activities***

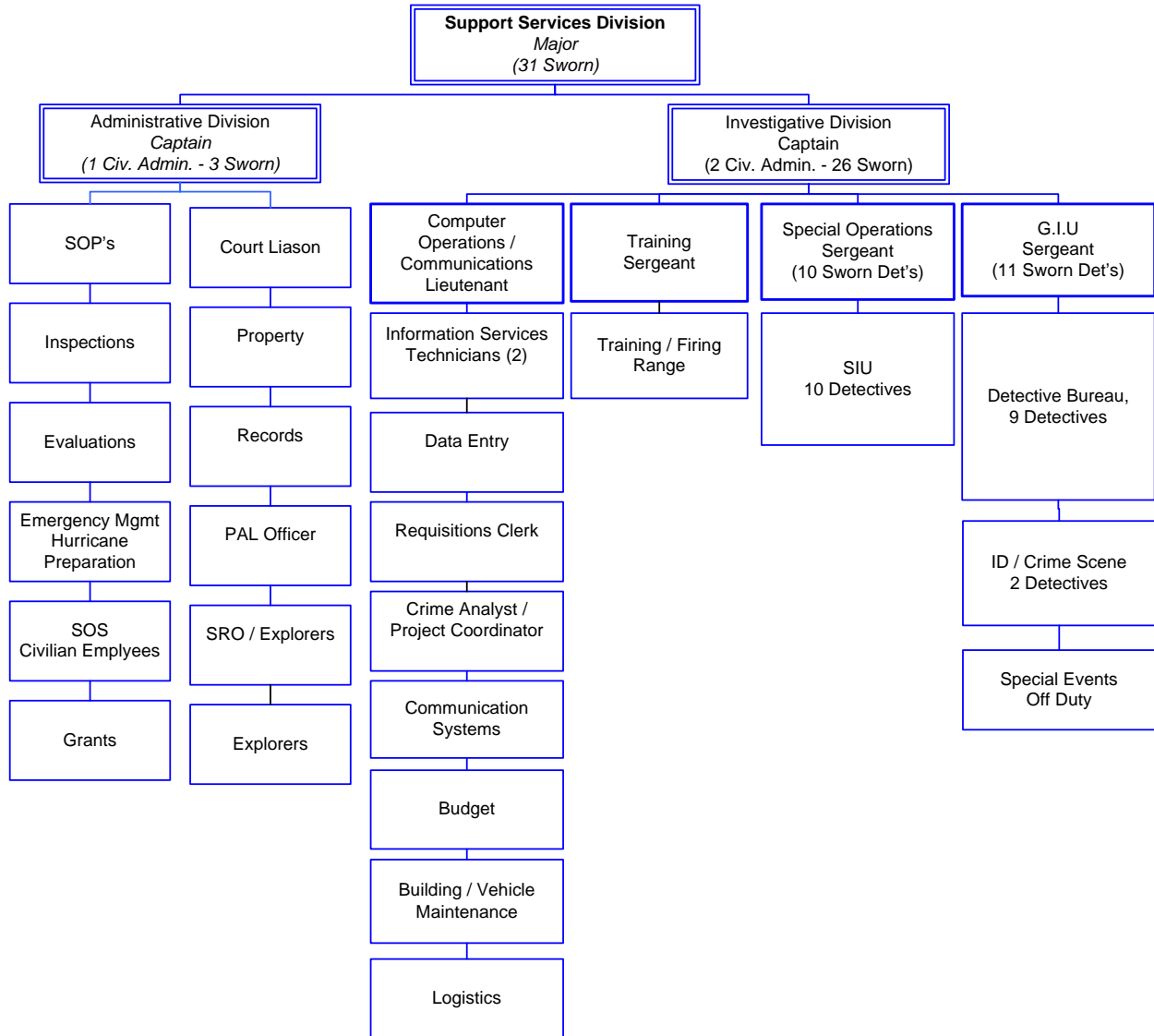
The Police Investigative Services Division is responsible for providing follow up investigations of incidents and criminal reports initiated by the Operations Division. The Division compiles reports of criminal activities and criminal intelligence data and identifies individuals committing criminal acts to be disseminated throughout the Department. On scene physical evidence identification and collections services is also provided.

Investigative Services works in conjunction with other local, State and Federal agencies in the seizures of illegal drugs and drug sales proceeds along with monitoring local pawnshops and similar businesses to identify stolen property and criminal activity. Analyzes discovered and reported incidents of crimes to establish patterns, tactics and actions to reduce selected crimes.

## ***GOALS AND MEASUREMENTS***

### **Community Emphasis:**

- All divisions will support and assist the Uniform Patrol Division.
- Maintain a skilled and experienced investigative unit to provide follow up investigative services.
- Continue use of advanced technology such as AFIS Automated Fingerprint Identification System to identify and apprehend offenders.
- Continue advanced training for investigative personnel to expand investigative capabilities.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	2,167,268	2,330,453	3,460,570
Operating Expenditures	238,262	236,302	302,308
Capital Outlay	0	0	0
<b>Total</b>	<b>2,405,530</b>	<b>2,566,755</b>	<b>3,762,878</b>

## **SUPPORT SERVICES DIVISION**

### **MISSION STATEMENT**

It is the mission of the Support Services Division to provide administrative and special programmatic support that enables the Chief's Office, Community Service, Operations and Investigations Division to perform their respective missions.

### ***Services, Functions and Activities***

The Police Support Services Division has the responsibilities of conducting fair and impartial investigations against Departmental personnel, monitoring quality control via staff, line inspections and annual evaluations, administering and directing Emergency Management and Hurricane Preparedness Programs, the Police Reserve Officer Program and Chaplain Program.

The Police Support Services Division is responsible for providing custodial and storage services for all Police records in accordance with the law. The Division provides custodial, storage and disposal services of all seized and confiscated property held by the Department. The Support Division recruits and selects new police and civilian employees to fill Departmental needs.

### **GOALS AND MEASUREMENTS**

- Enhance and maintain departmental personnel.
- Insure that staff and line inspections are conducted annually. Ensure that equipment is replaced or updated, as needed.
- Administer Departmental budgets and monitor the Departments' revenues and expenses.

<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	577,903	574,700	742,973
Operating Expenditures	630,876	583,341	800,748
Capital Outlay	169,995	95,375	0
<b>Total</b>	<b>1,378,774</b>	<b>1,253,416</b>	<b>1,543,721</b>

## FORFEITURE FUND

### MISSION STATEMENT

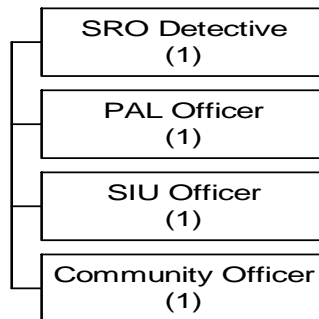
The mission of the Confiscated Property Division is to provide funds, which have been previously awarded as a result of seizures from Departmental investigations of narcotics activities and the monetary proceeds of such criminal activity.

### Services, Functions and Activities

The activities of the Confiscated Property Division include the securing and protection of items, which have been seized in narcotics and money laundering cases, as well as providing funds for non-budgeted, operating expenses and equipment that would otherwise not be available via the General Fund Budget. The Confiscated Property Division provides custodial services for money and narcotics confiscated during investigations.

### GOALS AND MEASUREMENTS

- Provide funding for non-budgeted, operations and equipment.
- Provide funding for specific division personnel expenses with the goal of moving them to the general fund in the next fiscal year.
- Provide for support of community service projects.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	657,756	605,521	549,932
Operating Expenditures	774,593	664,499	821,426
Capital Outlay	118,632	111,699	0
<b>Total</b>	<b>1,550,981</b>	<b>1,381,719</b>	<b>1,371,358</b>

# **PARKS AND RECREATION DEPARTMENT**

## ***MISSION STATEMENT***

The mission of the Parks and Recreation Department is to enhance the quality of life for residents and visitors for the City of Homestead by providing safe and attractive parks, recreational areas and activities that are accessible to all members of the community.

### ***Services, Functions and Activities***

The Parks and Recreation Department provides a safe and attractive park environment in which all segments of the population may recreate and enjoy a variety of professionally run programs and activities; all in an effort to enhance the quality of life for our residents, as well as an appealing setting for the many visitors to our community.

The Parks and Recreation Department is divided into three major program areas – the Parks Division (maintenance of parks, right-of-ways and alleys), the Recreation Division (programming and supervision) and the operations of the Homestead Sports Complex. The Parks Division has three primary responsibilities - Park Maintenance, Ball field Maintenance and Public Right-of-Ways/Medians/Alleyways. This Division provides maintenance to 16 City park areas and the grounds of 4 municipal buildings, consisting of 340 acres of the parks system and/or City properties. The Recreation Division is responsible for four major areas – Youth Activities, Adult Activities, Senior Citizens, and Community Support. It also monitors a management/lease agreement involving the operations of Phichol E. Williams Community Center and Roby George Park by the Miami-Dade Empowerment Trust. Sports Complex operations include maintenance of all grounds and amenities, as well as management of all lease and/or permitted activities.

## ***GOALS AND MEASUREMENTS***

### **Organizational Performance:**

- Continue an effective delivery of maintenance via an on-going program of accountability and monitoring of contract services, as well as an effective and productive use of City personnel effectuating safe, aesthetically pleasing and fully functional parks and recreational facilities.

### **Growth and Economic Development:**

- Continue the process of identifying funding resources for implementation and/or development of projects as recommended by the Parks Master Plan.
- Develop and market recreation programs, promoting our City's major assets to meet the needs of our rapidly growing City.

### **Community Emphasis:**

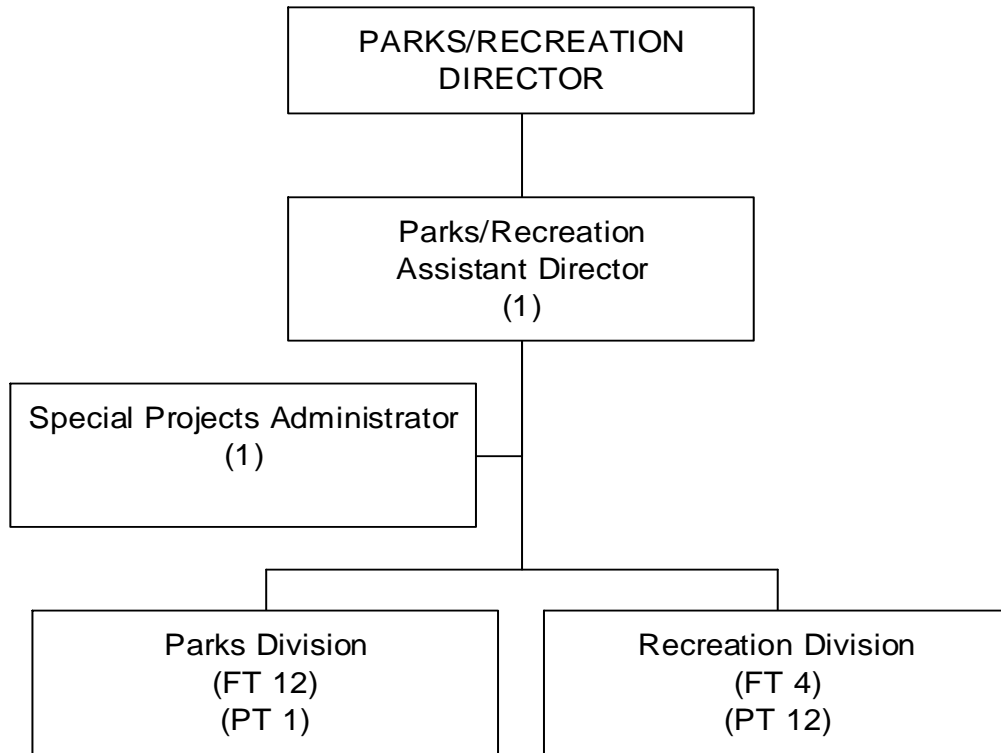
- Provide additional avenues of community input regarding Parks and Recreation issues with the reestablishment of a Parks and Recreation Advisory Board and/or Community Recreation Committees.

**Innovation:**

- Continue to provide an environment for creative ideas and innovative thinking by empowering responsible employees to 'become involved' in the process.
- Continue to encourage professional growth and development of employees via selected training and/or continuing education at the collegiate level.

**Quality of Life:**

- Provide safe and attractive park facilities for the enjoyment of residents and visitors.



<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
<b>General Fund</b>			
Personnel Services	1,264,262	1,180,399	1,440,719
Operating Expenditures	1,435,596	1,317,347	1,781,545
Capital Outlay	70,158	45,723	415,600
<b>Total</b>	<b>2,770,016</b>	<b>2,543,469</b>	<b>3,637,864</b>
<b>*Special Revenue Fund</b>			
Personnel Services	0	0	0
Operating Expenditures	409,960	316,592	406,284
Capital Outlay	74,975	14,446	400,000
<b>Total</b>	<b>484,935</b>	<b>331,038</b>	<b>806,284</b>
<b>Parks &amp; Rec's Grand Total</b>	<b>3,254,951</b>	<b>2,874,507</b>	<b>4,444,148</b>

\* Includes the Stadium, which is under the Special Revenue Fund.

# **PARKS DIVISION**

## ***MISSION STATEMENT***

The Parks Division provides efficient and effective grounds maintenance for 16 City park areas and four buildings consisting of more than 340 acres of land via in-house services, contract services, and/or lease/user agreements. Additionally, the Parks Division will assume the majority of maintenance and repair needs regarding structures and amenities within the parks system.

### ***Services, Functions and Activities***

Divisional activities include the planning and scheduling of all maintenance and personnel to ensure high quality grounds maintenance services for City park areas, municipal buildings and park structures; monitoring of contracted maintenance services for parks, right-of-ways, medians, and alleyways; support services for recreational programs; responses to inquiries from the public and the maintaining of departmental records. The Division is augmented by an inmate labor force under agreement with the Department of Corrections.

### ***GOALS AND MEASUREMENTS***

#### **Organizational Performances:**

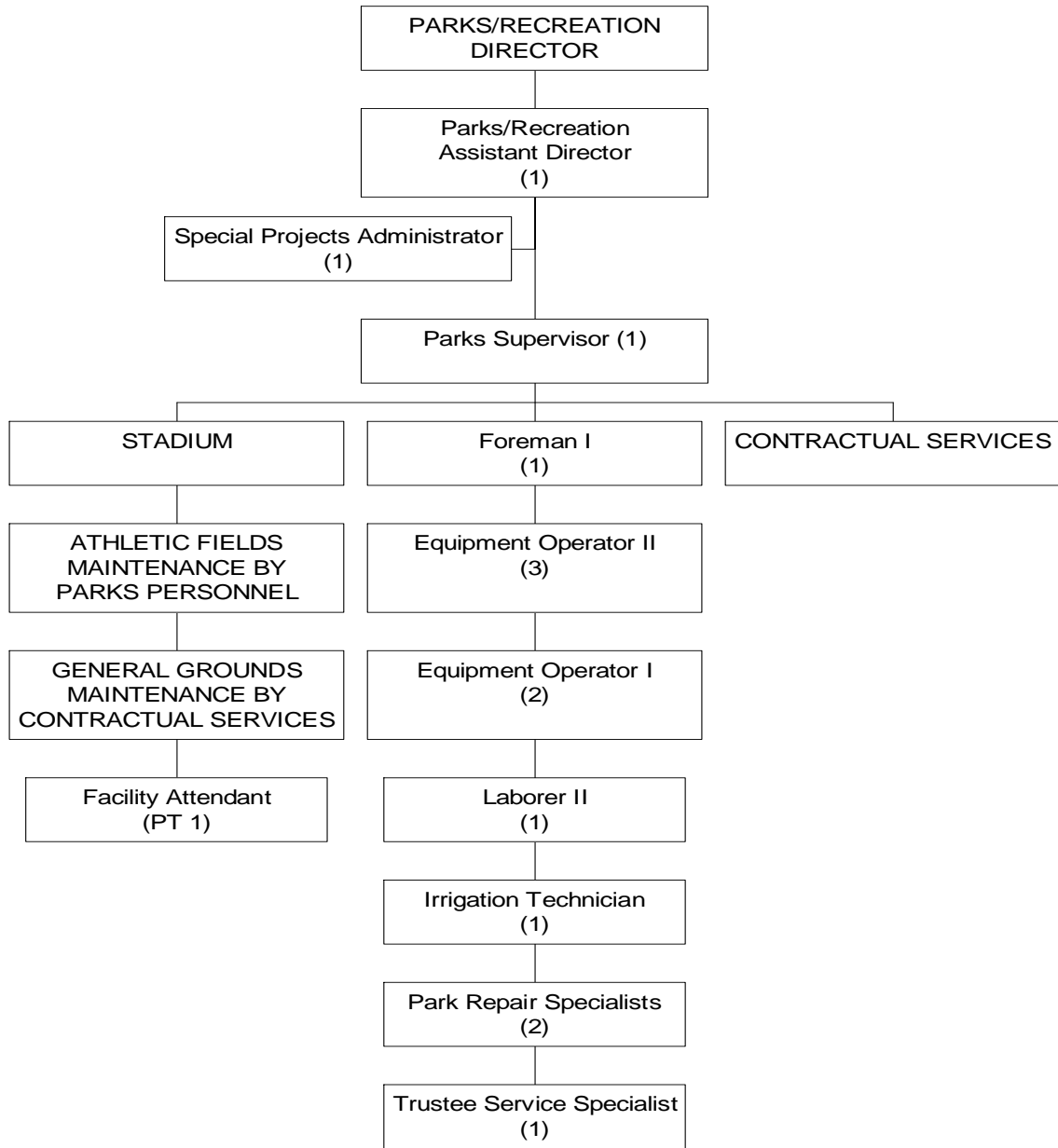
- Provide effective in-house maintenance of twenty-four athletic fields and designated City properties.
- Continue an effective program of accountability and monitoring of contract services for the maintenance of thirteen City parks, designated right-of-ways and alleyways via effective monitoring and record keeping.

#### **Quality of Life:**

- Maintain 7-10 day maintenance frequencies to create consistency and reliability regarding park aesthetics, emphasizing on park beautification.
- Continue Needs Assessment program to ensure a safe environment in which to recreate.

#### **Growth and Development:**

- Continue monitoring of on-going park (bricks and mortar) projects as identified by the Parks Master Plan.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	949,341	925,601	1,061,967
Operating Expenditures	1,369,855	1,264,808	1,570,474
Capital Outlay	66,758	45,167	411,600
<b>Total</b>	<b>2,385,954</b>	<b>2,235,576</b>	<b>3,044,041</b>

# RECREATION DIVISION

## ***MISSION STATEMENT***

The Recreation Division promotes and provides safe, enjoyable recreational programs, activities and events accessible to all of the City's residents on a year round basis.

## ***Services, Functions and Activities***

The Recreation Division develops, organizes and administers year-round recreational programs and activities at City parks and recreational facilities; serving as a community resource and working with local youth and community service organizations in a cooperative effort to provide a wide range of sporting, recreational and educational activities.

## ***GOALS AND MEASUREMENTS***

### **Organizational Performance:**

- Establish and maintain a program of complete accountability and monitoring of outsourcing contracts for recreational services.

### **Growth and Economic Development:**

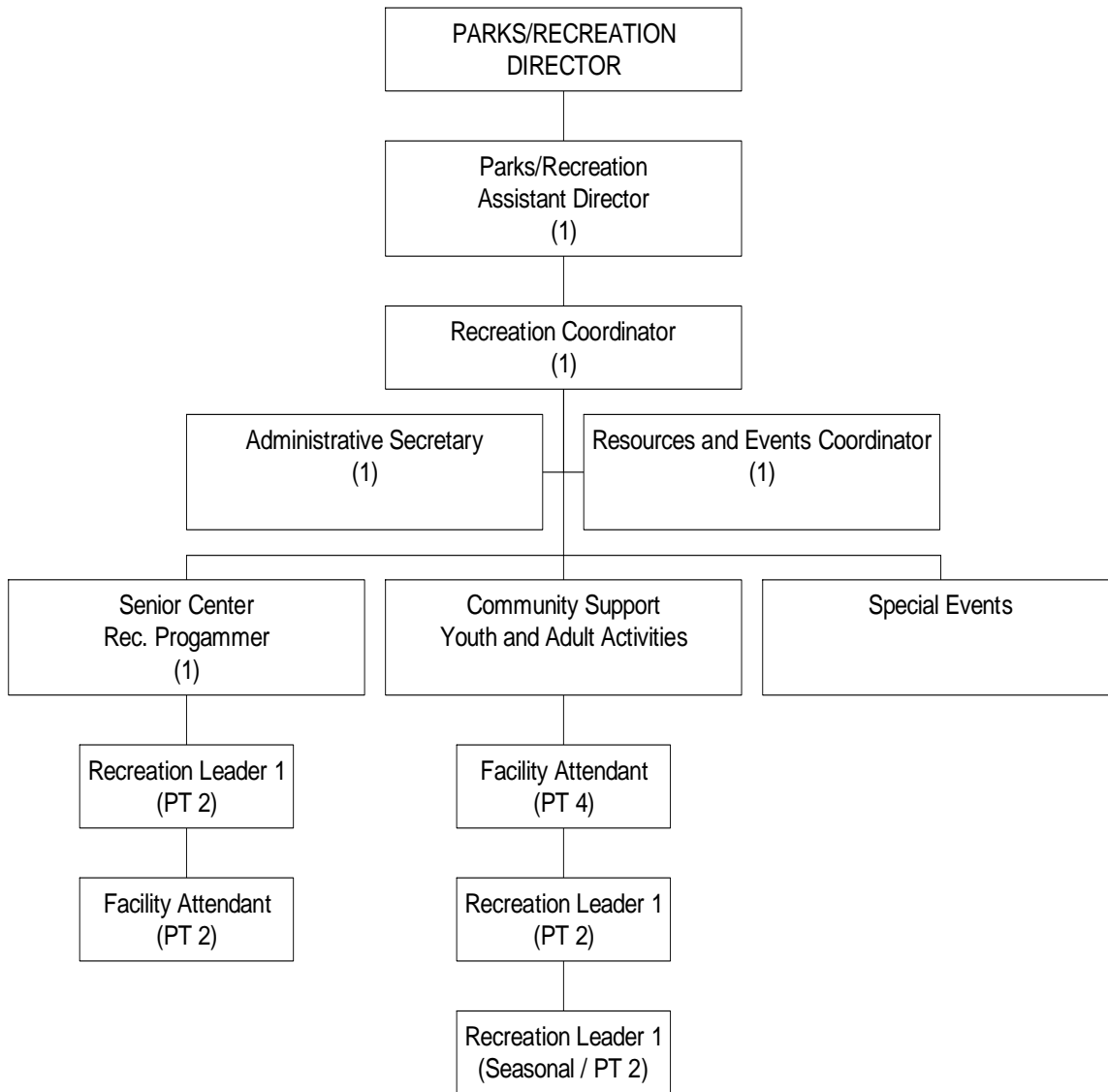
- Continue to identify funding resources to begin development of projects as recommended by the Parks Master Plan.

### **Community Emphasis:**

- Reestablish a Parks and Recreation Advisory Board to provide an additional avenue of community input.
- Development of new programs including summer and specialty camps, youth flag-football leagues, adult flag-football and coed volleyball leagues.

### **Innovation:**

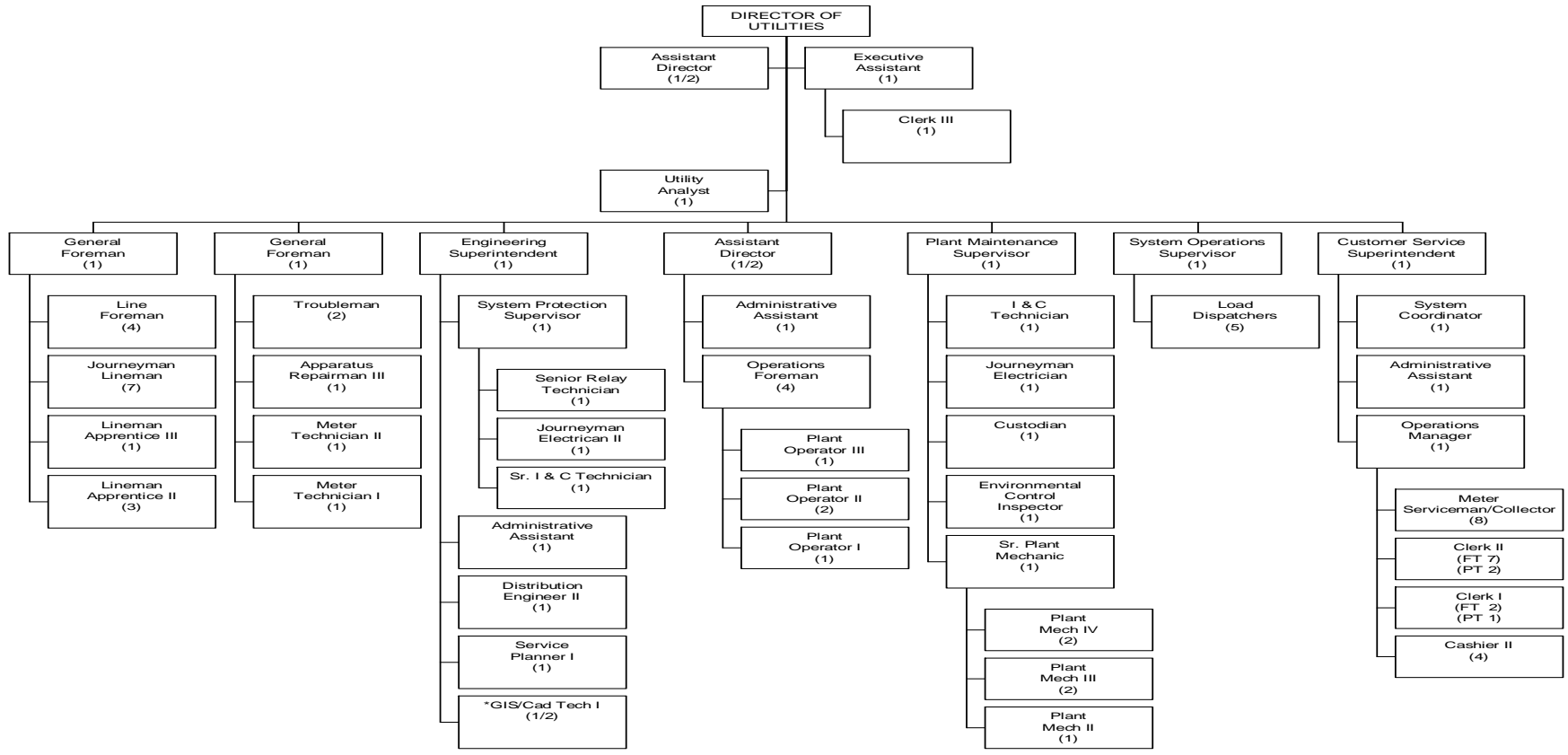
- Continue efforts to acquire grant funds for park improvements via in-house and contractual grant writers.
- Continued implementation and/or expansion of a computerized program for park facility scheduling, bookings, etc. (RecWare).



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	314,921	254,798	378,752
Operating Expenditures	65,741	52,539	211,071
Capital Outlay	3,400	556	4,000
<b>Total</b>	<b>384,062</b>	<b>307,893</b>	<b>593,823</b>

## ***Utility Funds Expenditure Summary***

<b>Department / Division</b>	<b>2004-2005 Final Budget</b>	<b>2004-2005 Actual (unaudited)</b>	<b>2005-2006 Adopted Budget</b>
Electric - Admin	6,252,447	5,985,360	9,587,155
Electric - Engineering	1,088,510	962,373	1,204,542
Electric - Plant Operations & Maintenance	2,428,341	2,203,335	2,525,669
Electric - System Operations	24,057,692	27,662,623	25,694,521
Electric - TD & M	3,568,456	3,619,775	6,197,835
Electric - Customer Service	2,026,357	1,888,271	2,096,031
<b>Electric Total</b>	<b>39,421,803</b>	<b>42,321,737</b>	<b>47,305,753</b>
Water - Admin	1,809,565	1,244,287	2,147,476
Water - Pumping & Treatment	859,803	808,048	1,252,363
Water - Distribution	1,532,675	1,388,990	1,323,430
<b>Water Total</b>	<b>4,202,043</b>	<b>3,441,325</b>	<b>4,723,269</b>
Sewer - Admin	3,224,824	1,906,150	3,588,128
Sewer - Collection	1,491,225	1,098,160	1,967,010
Sewer - Treatment & Disposal	2,304,512	2,038,490	2,555,875
<b>Sewer Total</b>	<b>7,020,561</b>	<b>5,042,800</b>	<b>8,111,013</b>
Stormwater - Operating	964,264	787,855	959,331
<b>Stormwater Total</b>	<b>964,264</b>	<b>787,855</b>	<b>959,331</b>
Solid Waste - Operating	6,736,206	6,125,045	8,041,826
<b>Solid Waste Total</b>	<b>6,736,206</b>	<b>6,125,045</b>	<b>8,041,826</b>
<b>Utility Funds Grand Total</b>	<b>58,344,877</b>	<b>57,718,762</b>	<b>69,141,192</b>



\* This position is shared with the Public Works & Services Department.

# **ELECTRIC UTILITY**

## **MISSION STATEMENT**

The mission of the Electric Utility is to be a positive factor in the economic development of the City by providing reliable electric services on demand at a competitive price.

### ***Services, Functions and Activities***

The Electric Utility generates, distributes and sells energy services. In addition to the operation and maintenance of the Power Plant, the Utility maintains transmission and distribution services to provide a reliable source of energy. The Electric Utility buys and sells power when it is economically advantageous to the City of Homestead.

## **GOALS AND MEASUREMENTS**

### **Growth and Economic Development:**

- Capitalize on Homestead's strengths and economic opportunities.
- Enhance policies, procedures and strategies for marketing our community.
- Reduce the time needed to identify the location of outages and perform the necessary repairs.

### **Community Emphasis:**

- Sustain an organizational culture, which promotes efficiency, effectiveness and accountability. Attract and retain a competent, cohesive and diverse workforce through training, motivation, benefits and proper representation.
- Promote in-house cross training to broaden scope of knowledge in areas other than assigned.
- Encourage open lines of communication between staff and management thereby promoting a higher level of morale.
- Maintain an environment that promotes long-term customer satisfaction. Provide an atmosphere that is responsive to the community's input.
- Develop and implement a customer response/satisfaction census to poll a randomly selected number of customers on a monthly basis.
- Continue to provide quick response to customer needs and outages.

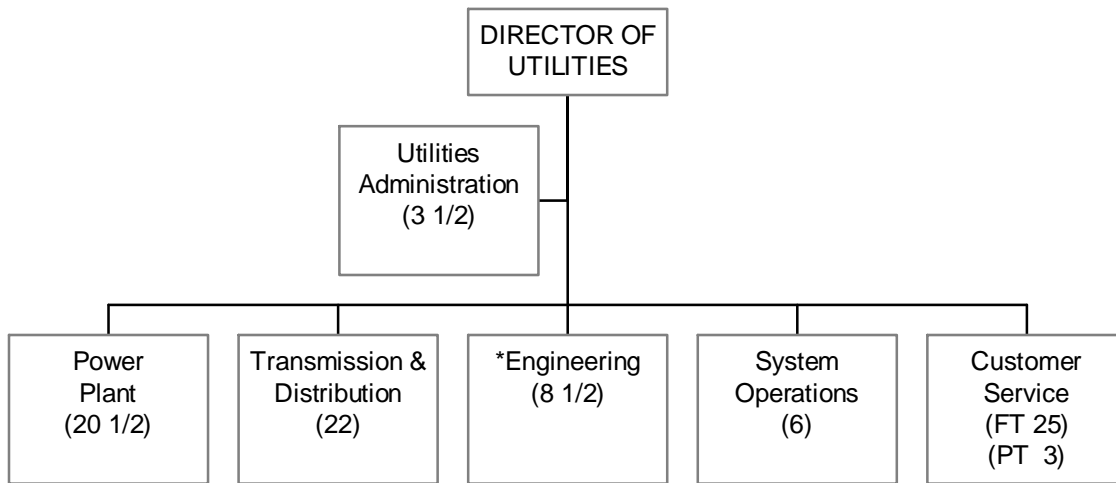
### **Innovation and Technology:**

- To upgrade all substations.
- Implement new SCADA communications system between the substations and the dispatch control room.
- Design scheme and install new Microprocessor protection devices with communication protocols on Ivey Substations for distribution feeders to dispatch control rooms.
- To upgrade control and monitoring systems on all generating units using new technology to increase reliability and to dispatch generators in an efficient and economical manner.

- Review manufacturers' specifications and utilize currently available technology for diesel generating equipment.
- Upgrade voltage regulators.
- Add monitoring and safety shut down devices to older units.
- To create an automated and integrated distribution system to improve system reliability and decrease outage response and labor time.
- Collect distribution system facilities data.
- Implement AM/FM/GIS software system and database.
- Implement a computerized trouble-call system.

**Quality of Life:**

- To provide reliable electric power and to ensure a safe and dependable streetlight system.
- Identify and map all electrical equipment and streetlights within our service area.
- Develop a preventive maintenance schedule for the repair or replacement of all electrical equipment facilities and streetlights.
- Reduce the time needed to identify the location of outages and effect necessary repairs.



\* Position shared with Public Works & Services Department.

<b>Departmental Expenditure Summary</b>			
	<b>Adopted FY 03/04</b>	<b>Projected FY 03/04</b>	<b>Adopted FY 04/05</b>
Personnel Services	6,613,657	6,568,484	6,897,568
Operating Expenditures	24,807,539	23,154,192	24,452,764
Capital Outlay	1,181,582	732,087	665,000
Other	5,209,170	5,189,073	5,435,425
<b>Total</b>	<b>37,811,948</b>	<b>35,643,836</b>	<b>37,450,757</b>

# ADMINISTRATION DIVISION

## *MISSION STATEMENT*

The mission of Administration is to provide departmental management, provide policy direction and to support the activities of each of the operating divisions within the Electric Utility.

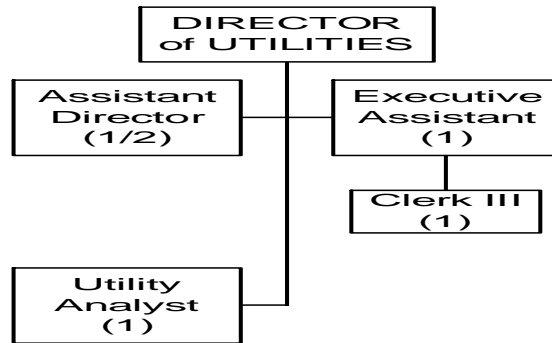
### *Services, Functions and Activities*

The Administration Division monitors the performance of each of the operating divisions, provides clerical support and leadership and implements policy throughout the department.

### **GOALS AND MEASUREMENTS**

**Organizational Development:**

- To provide analysis, coordination and technical support necessary to assist division managers in meeting their goals.
- Provide continuing education opportunities.
- Hold frequent staff meetings to create an open flow of information to and from staff.
- Improve the physical working environment.



<b>Divisional Expenditure Summary</b>			
	<b>Adopted FY 03/04</b>	<b>Projected FY 03/04</b>	<b>Adopted FY 04/05</b>
Personnel Services	320,164	308,956	325,991
Operating Expenditures	533,350	406,333	420,011
Capital Outlay	7,200	5,899	7,000
Other	5,187,170	5,187,170	5,425,425
<b>Total</b>	<b>6,047,884</b>	<b>5,908,358</b>	<b>6,178,427</b>

# **ENGINEERING DIVISION**

## ***MISSION STATEMENT***

The mission of the Engineering Division is to provide the Electric Divisions with mapping, Computer Aided Design and Drafting Service (CADD) and technical engineering support in their mission to operate, maintain and deliver their services to the City customers as well as to formulate short and long term planning for the Electric Utility.

## ***Services, Functions, and Activities***

Activities of the Engineering Division include providing design, construction, administration and technical services for the operation, construction and maintenance of the electrical transmission and distribution systems; formulate plans to improve and expand existing electrical utility facilities; generate, maintain and update accurate maps and database information in the AM/FM/GIS mapping system of all utilities; provide engineering support to other departments; and assist the Utility in the system assessment of planning and operation infrastructure.

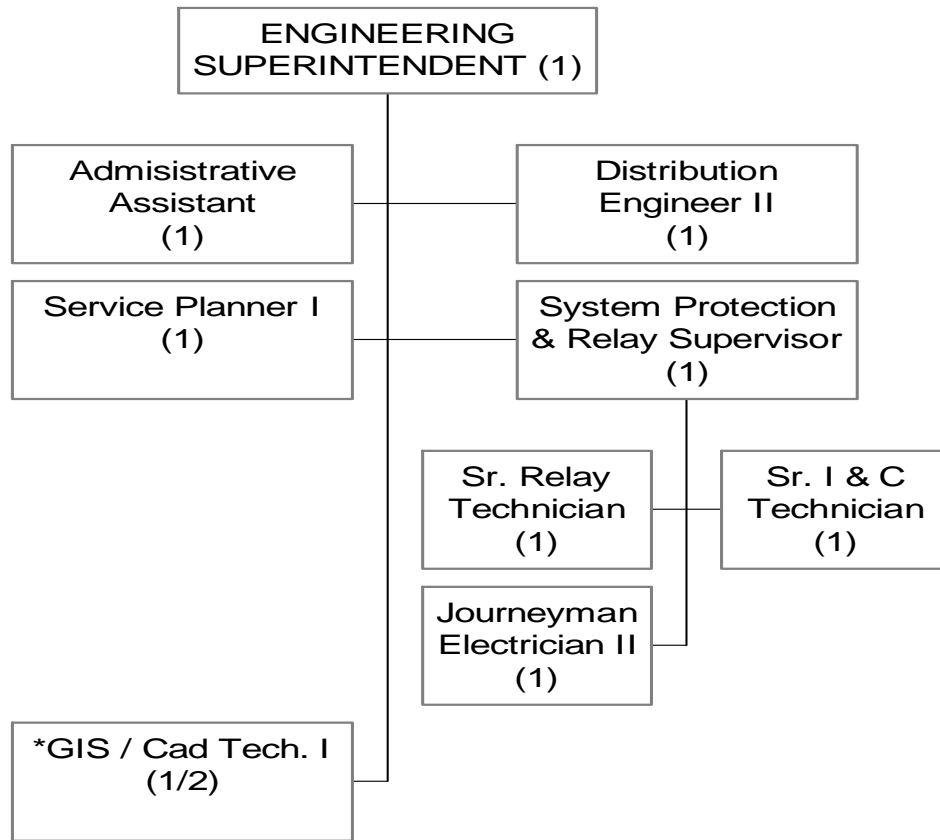
## ***GOALS AND MEASUREMENTS***

### **Innovation and Technology:**

- To create an Electric Transmission and Distribution Planning Analysis to meet load growth in the Homestead Energy Services territory for the next ten years.
- To create Distribution system integration and automation that improves system reliability and decreases outage response time.
- Engineering, design, & construction of two new substations to meet the increasing demand for the electricity in Homestead and the surrounding area. Completion of this project will add six new distribution circuits to the system and double the existing transformer capacity.

### **Organizational Performance:**

- To establish a close liaison with the customer's representatives.
- Understand and respond to the customer's needs and requirements.
- Incorporate customer's engineering philosophy into the project designs without jeopardizing our procedures and standards.
- Obtain feedback from the customer after the completion of the project in order to improve performance in similar projects in the future.



\* This position is shared with the Public Works & Services Department.

<b>Divisional Expenditure Summary</b>			
	<b>Adopted FY 03/04</b>	<b>Projected FY 03/04</b>	<b>Adopted FY 04/05</b>
Personnel Services	661,401	682,731	705,514
Operating Expenditures	356,138	142,248	263,311
Capital Outlay	153,304	99,309	6,000
<b>Total</b>	<b>1,170,843</b>	<b>924,288</b>	<b>974,825</b>

# **POWER PLANT DIVISION**

## ***MISSION STATEMENT***

The mission of the Power Plant Division is to operate and maintain the power plant in the most efficient, safe and environmentally sound manner to provide our customers with economical and reliable electrical power.

## ***Services, Functions and Activities***

The Power Plant Division is required to maintain sufficient generating capacity at all times to meet the demands of our customers and is the service that generates the electrical power. The operations and maintenance departments accomplish this service. The activity of the operations department is to start/stop the sixteen generating units at the direction of the dispatcher and to monitor the equipment to assure that they are being operated safely and economically. The activities of the maintenance department are performing routine and preventive maintenance and installation of new equipment.

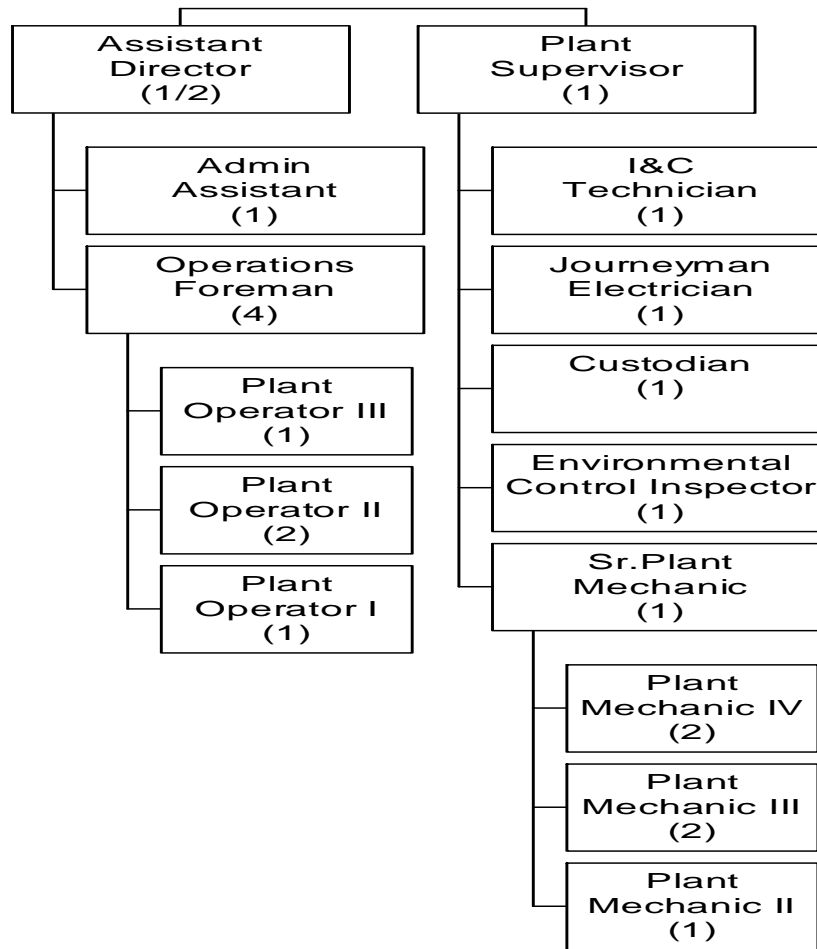
## ***GOALS AND MEASUREMENTS***

### **Organizational Development:**

- Give employees the tools and knowledge they require to perform at a high level of expertise through the use of training, constructive appraisals and creation of work environment where teamwork is stressed.
- Provide equipment specific training.
- Work in conjunction with Human Resources and the Central Safety Committee to establish a safety library and provide employee training.
- Provide training through the use of the tuition reimbursement policy.
- Make use of constructive performance appraisals on a timely basis.

### **Innovation:**

- Upgrade the existing control and monitoring systems on all units and continue the ongoing project of automating the power plant.
- Make use of new and current available technology for diesel generating equipment.
- Upgrade voltage regulators.
- Add monitoring and safety shut down devices to older units.
- Upgrade governors and control systems for several of the generating units.



<b>Divisional Expenditure Summary</b>			
	<b>Adopted FY 03/04</b>	<b>Projected FY 03/04</b>	<b>Adopted FY 04/05</b>
Personnel Services	1,708,419	1,624,347	1,836,710
Operating Expenditures	456,501	373,359	510,630
Capital Outlay	149,040	72,780	0
<b>Total</b>	<b>2,313,960</b>	<b>2,070,486</b>	<b>2,347,340</b>

# **SYSTEM OPERATIONS DIVISION**

## ***MISSION STATEMENT***

The mission of the System Operations Division is to provide reliable electric energy to the electric utility customers at the lowest possible cost.

## ***Services, Functions and Activities***

Activities of the System Operations Division include selection and timing of energy resources usage including purchased power and power sales, providing and implementing transmission and distribution switching orders, managing system outages in a safe and timely manner; compliance with Federal, State, FRCC and contractual and operational requirements; collection and compilation of operating data and converting it into a wide range of reports; initiating and processing invoices and billings for power purchases and sales.

## ***GOALS AND MEASUREMENTS***

### **Growth and Economic Development:**

- Reduce customer outage time by 5% and provide reliable service to the City's customers.
- Explore the energy market place for the availability of economical energy.
- Provide employees with a certified continuing education program and the tools necessary to perform their job assignments in an efficient manner.
- Create a team oriented work environment.

### **Innovation:**

- Implement technology to dispatch the generators of electricity in an efficient and economical manner via Automatic Generation Control.
- Continue with the upgrade of the system control and data acquisition (SCADA) systems.

SYSTEM OPERATIONS  
SUPERVISOR (1)

Load Dispatchers  
(5)

<b>Divisional Expenditure Summary</b>			
	<b>Adopted FY 03/04</b>	<b>Projected FY 03/04</b>	<b>Adopted FY 04/05</b>
Personnel Services	652,424	626,006	646,686
Operating Expenditures	22,296,879	21,263,192	22,175,308
Capital Outlay	353,691	42,875	50,000
<b>Total</b>	<b>23,302,994</b>	<b>21,932,073</b>	<b>22,871,994</b>

# **TRANSMISSION, DISTRIBUTION & METER DIVISION**

## ***MISSION STATEMENT***

The mission of the Transmission and Distribution Division is to operate and maintain the City Electrical System in a safe, economical and environmentally sound manner, and to provide customer service by responding to electrical outages, which enhances service reliability.

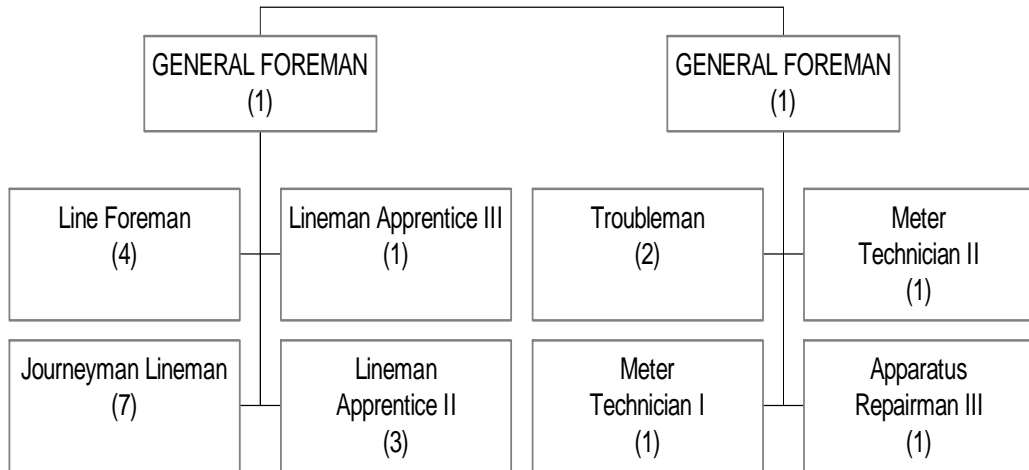
## ***Services, Functions and Activities***

Activities of the Transmission, Distribution & Meter Division include distribution operations and maintenance, installation of overhead and underground systems and streetlights, and electric meter maintenance. The transmission responsibilities are limited to maintenance procurement and outsourcing, as the existing transmission lines have sufficient capacity for anticipated load growth forecasts. Overhead and underground electrical distribution construction is another activity of this Division, providing extension of our services to the new customers.

## ***GOALS AND OBJECTIVES***

### **Customer Focus:**

- Provide reliable electric power.
- Continue identifying and labeling all electrical equipment within our service area.
- In conjunction with the above, perform preventive maintenance on equipment reported with priority on preventing outages.
- Continue with our proactive tree-trimming schedule.
- Provide a reliable street lighting system.
- Continue patrolling schedule for maintenance and preventive maintenance, for repair or replacement of streetlights.
- Upgrade to several 13.2 kv circuit breakers.



<b>Divisional Expenditure Summary</b>			
	<b>Adopted FY 03/04</b>	<b>Projected FY 03/04</b>	<b>Adopted FY 04/05</b>
Personnel Services	1,923,825	1,952,782	1,937,057
Operating Expenditures	740,364	606,754	701,559
Capital Outlay	509,547	507,354	582,000
<b>Total</b>	<b>3,173,736</b>	<b>3,066,890</b>	<b>3,220,616</b>

# **CUSTOMER SERVICE DIVISION**

## ***MISSION STATEMENT***

The mission of the Customer Service Division is to provide extraordinary service to the utility customers. The division will ensure that the customer is our # 1 concern and that they receive outstanding service.

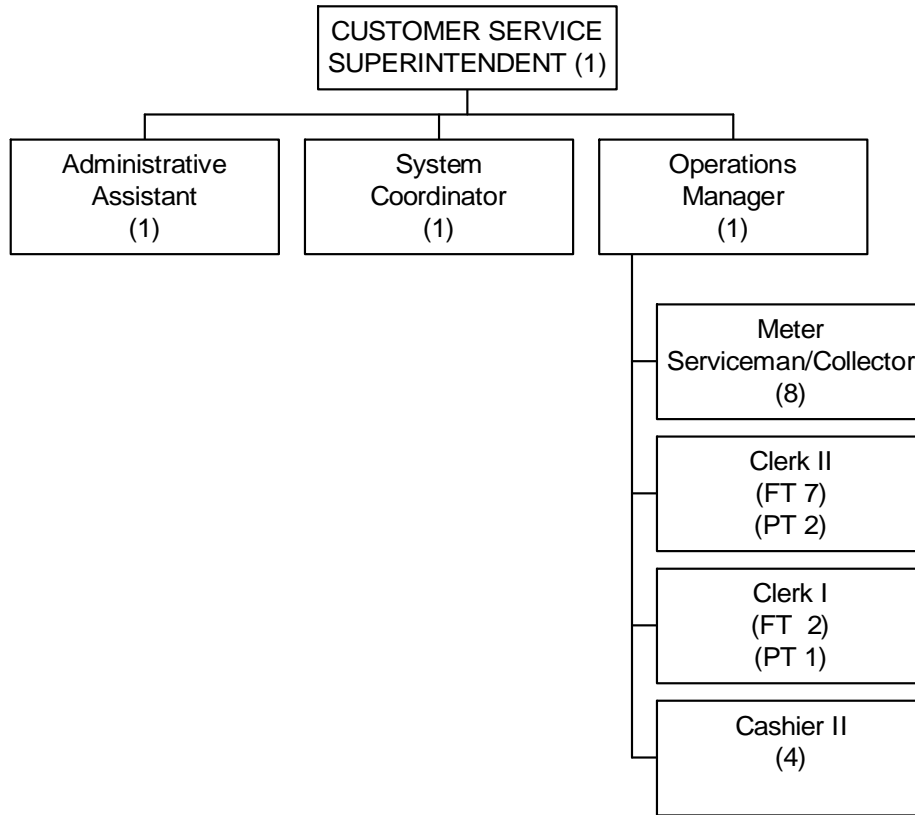
## ***Services, Functions and Activities***

The Customer Service Division is required to provide timely and accurate processing of customer requests for electric, water, sewer and solid waste services. The division will generate timely service orders to expedite customer's request, ensure timely initiation or termination of services, ensure accurate meter reading of electric and water meters, provide accurate utility bills, ensure accurate and timely posting of customer's utility payments, ensure prompt collection of accounts receivables and provide prompt and courteous response to customer requests.

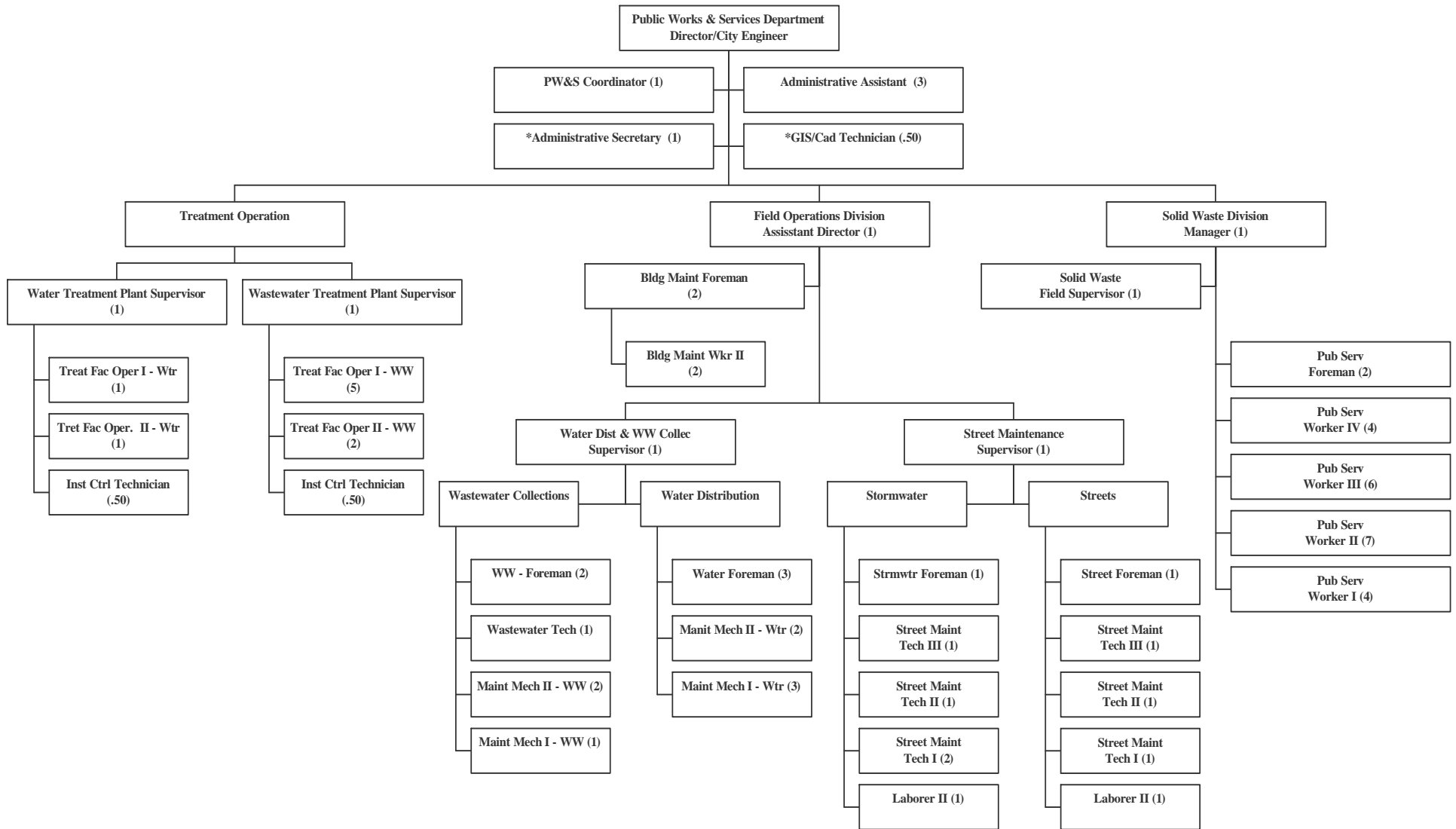
## ***GOALS AND MEASUREMENTS***

### **Customer Focus:**

- Create an environment that promotes customer satisfaction and improves customer confidence levels through higher level of service, innovative technology and faster response time.
- Improve employee training.
- Write/Re-write operational procedures.
- Implement Internet billing and payment systems.
- Hire additional staff and restructure staff functions for improved operational performance.
- Improve Meter reading efficiency and accuracy through updated technology.



<b>Divisional Expenditure Summary</b>			
	<b>Adopted FY 03/04</b>	<b>Projected FY 03/04</b>	<b>Adopted FY 04/05</b>
Personnel Services	1,347,424	1,373,662	1,445,610
Operating Expenditures	424,307	362,306	381,945
Capital Outlay	8,800	3,870	20,000
Other	22,000	1,903	10,000
<b>Total</b>	<b>1,802,531</b>	<b>1,741,741</b>	<b>1,857,555</b>



\* The Administrative Secretary is a Part Time position.

\*\* The GIS/CAD Technician is a shared position with Electric Utilities.

# **PUBLIC WORKS & SERVICES DEPARTMENT**

## ***MISSION STATEMENT***

It is the mission of the Public Works and Services Department to be a positive factor in the economic development and life style of the City's residents and to provide reliable services at affordable prices, free from known environmental risks.

## ***Services, Functions and Activities***

Responsible for the safe, reliable, competitive, cost-effective and environmentally friendly operation of all divisions. **Administration:** responsible for planning, budgeting and managing, as well as providing technical support and assistance to all divisions, in addition to monitoring performance and administering policy for the department's operation. **Treatment:** responsible for water and wastewater treatment and related permits and services. **Field Operations:** responsible for wastewater collections, water distribution, storm water, streets maintenance, city owned building maintenance and related permits and services. **Solid Waste:** responsible for the collection and disposal of solid waste, recycling and related permits and services.

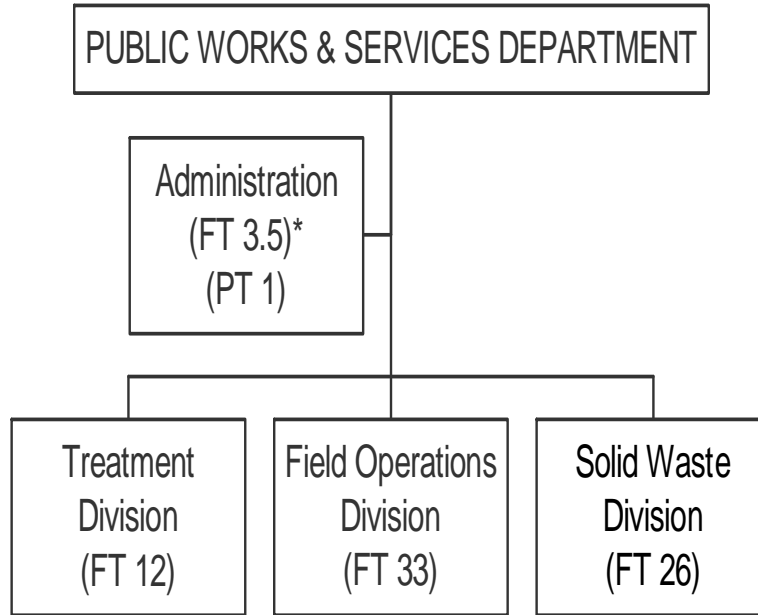
## ***GOALS AND OBJECTIVES***

### **Organizational Performance:**

- To increase employee morale, knowledge and staff development.
  - Conduct monthly communication/safety meetings
  - Conduct performance evaluations
  - Provide a safe working environment for employees

### **Community Emphasis:**

- To maintain the level of service, improve reliability, efficiency and competitiveness of all divisions.
  - Complete approved capital projects within budget.
  - Perform monthly/quarterly financial analysis of budget.
  - Average response time to customer service requests.
  - Cost per 1,000 gallons treated.
  - Cost per ton of garbage (collection & disposal).
- To enhance the City's beautification program by promoting customer satisfaction and enhancing the City's appearance.
  - Resolve number of complaints within one call.
  - Sweep 7,000 miles of city streets.
  - Pave 40,000 square yards of streets.
  - Replace/install 10,000 linear feet of sidewalk.
  - Pickup of illegal dumping within twenty-four hours of notification to coincide with scheduled trash pick-up.



\* The Administrative Assistants are accounted for in the division where they work.

<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
<b>General Fund</b>			
Personnel Services	729,414	650,664	738,586
Operating Expenditures	803,777	762,818	806,465
Capital Outlay	191,000	195,796	207,500
<b>Total</b>	<b>1,724,191</b>	<b>1,609,278</b>	<b>1,752,551</b>
<b>Enterprise Funds</b>			
Personnel Services	4,486,454	4,294,530	5,087,347
Operating Expenditures	8,101,237	7,276,079	9,372,374
Capital Outlay	923,838	338,831	1,001,000
Other	5,411,545	3,487,585	6,374,718
<b>Total</b>	<b>18,923,074</b>	<b>15,397,025</b>	<b>21,835,439</b>
<b>PW&amp;SD's Grand Total</b>	<b>20,647,265</b>	<b>17,006,303</b>	<b>23,587,990</b>

# **ADMINISTRATION**

## ***MISSION STATEMENT***

It is the mission of Administration to provide management, technical and management support throughout its divisions and to administer policy for the department's operation.

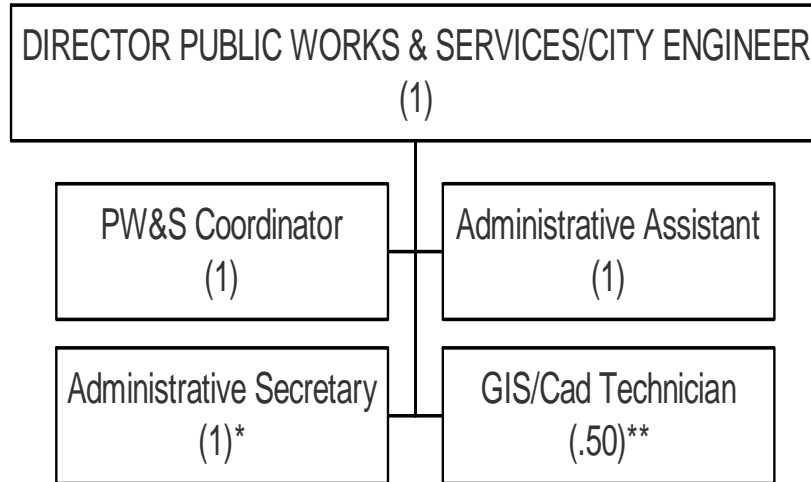
### ***Services, Functions and Activities***

Administration monitors divisional effectiveness, reliability, competitiveness, performance, safety practices and relative long term planning. Provides technical and management support and contract management, as well as leadership throughout all divisions. Additionally, it administers policy for the department's operation.

### ***GOALS AND OBJECTIVES***

#### **Organizational Performance:**

- To foster a professional organizational culture which promotes efficiency and effectiveness to enhance our competitiveness.
  - Perform monthly/quarterly financial analysis of budget.
  - Response time to customer service requests within 24-hours.
  - Complete approved capital projects within budget.
  - Pave 40,000 square yards of streets.
  - Replace/install 10,000 linear feet of sidewalk.



*\*This is a Part Time position.*

*\*\*The GIS/Cad Technician is a shared position with Electric Utilities.*

<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	512,565	477,019	544,409
Operating Expenditures	166,618	138,989	265,065
Capital Outlay	664,150	213,207	270,000
Other	4,161,395	2,731,116	5,119,024
<b>Total</b>	<b>5,504,728</b>	<b>3,560,331</b>	<b>6,198,498</b>

# TREATMENT DIVISION

## *MISSION STATEMENT*

It is the mission of the Treatment Division to operate and maintain the water and wastewater treatment facilities in a reliable, efficient and cost-effective manner, free from known health and environmental risks.

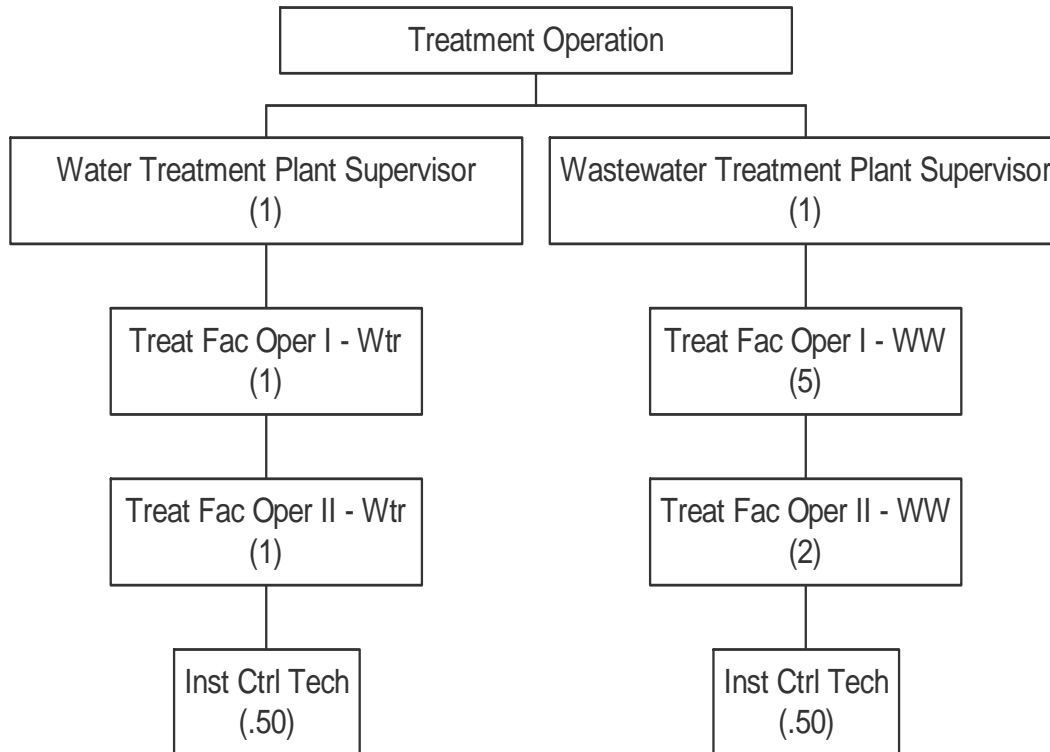
### *Services, Functions and Activities*

Responsible for operating and maintaining the water and wastewater treatment facilities, free from known health and environmental risks in a safe, reliable, efficient and cost-effective manner. The division is comprised of the following two sections: **Water Pumping and Treatment:** responsible for producing more than 2.96BG annually, through 6 wells from an underground source (Biscayne Aquifer), then treated and stored in 3 storage tanks. The permitted annual withdrawal allocation is 4.2BG, with a maximum daily production of 15.2MG. **Wastewater Treatment and Disposal:** responsible for the treatment of more than 1.87 billion gallons annually. The treatment plant's permitted average yearly flow capacity is 6.0MGD. It consists of a treatment plant, laboratory, sludge treatment and water reclamation system. Divisional activities include: equipment maintenance, contracts administration and permits management.

## *GOALS AND OBJECTIVES*

### Innovation:

- To foster a professional organizational culture which promotes the economy, efficiency and effectiveness to enhance our competitiveness.
  - Maximize percentage of water & wastewater flow treated in-house.
  - Cost per 1,000 gallons of treated water & wastewater.
  - Percentage of treatment plant availability.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
<b>Water Fund</b>			
Personnel Services	308,046	305,659	328,373
Operating Expenditures	538,917	489,793	722,990
Capital Outlay	12,840	12,596	201,000
<b>Total</b>	<b>859,803</b>	<b>808,048</b>	<b>1,252,363</b>
<b>Wastewater Fund</b>			
Personnel Services	681,937	658,247	740,662
Operating Expenditures	1,578,605	1,336,280	1,660,213
Capital Outlay	43,970	43,963	155,000
<b>Total</b>	<b>2,304,512</b>	<b>2,038,490</b>	<b>2,555,875</b>
<b>Treatment Total</b>	<b>3,164,315</b>	<b>2,846,538</b>	<b>3,808,238</b>

# FIELD OPERATIONS

## ***MISSION STATEMENT***

It is the mission of the Field Operations Division to operate and maintain the water distribution, wastewater collection, storm management system, streets and their related infrastructures in a safe, reliable, efficient and environmentally friendly manner.

## ***Services, Functions and Activities***

Responsible for the safe, reliable, efficient and cost-effective operation and maintenance of the City's water distribution, wastewater collection, storm sewers and streets, free from known health and environmental risks. Divisional activities include: construction, inspection, preventative maintenance, new customer connection, infiltration/inflow, leak detection, repair, street sweeping, storm sewers, maintenance of roadways, sidewalks, alleys, bridges, right-of-ways, funding of City streetlights and city owned building maintenance. **Building Maintenance:** detailed maintenance and repair of city owned buildings. **Water Distribution:** responsible for 180 miles of water mains of varying sizes, 3,500 valves, 900 fire hydrants and serves more than 15,534 customers. **Wastewater Collection:** responsible for 94 miles of sewer mains of various sizes, 54 pump stations and serves more than 11,723 sewer customers. **Storm Water:** responsible for street sweeping, drainage, canal maintenance, flood control and groundwater quality, serving more than 15,222 customers. **Streets:** responsible for repairing and maintaining of City streets and right-of-ways.

## **GOALS AND OBJECTIVES**

### **Organizational Performance:**

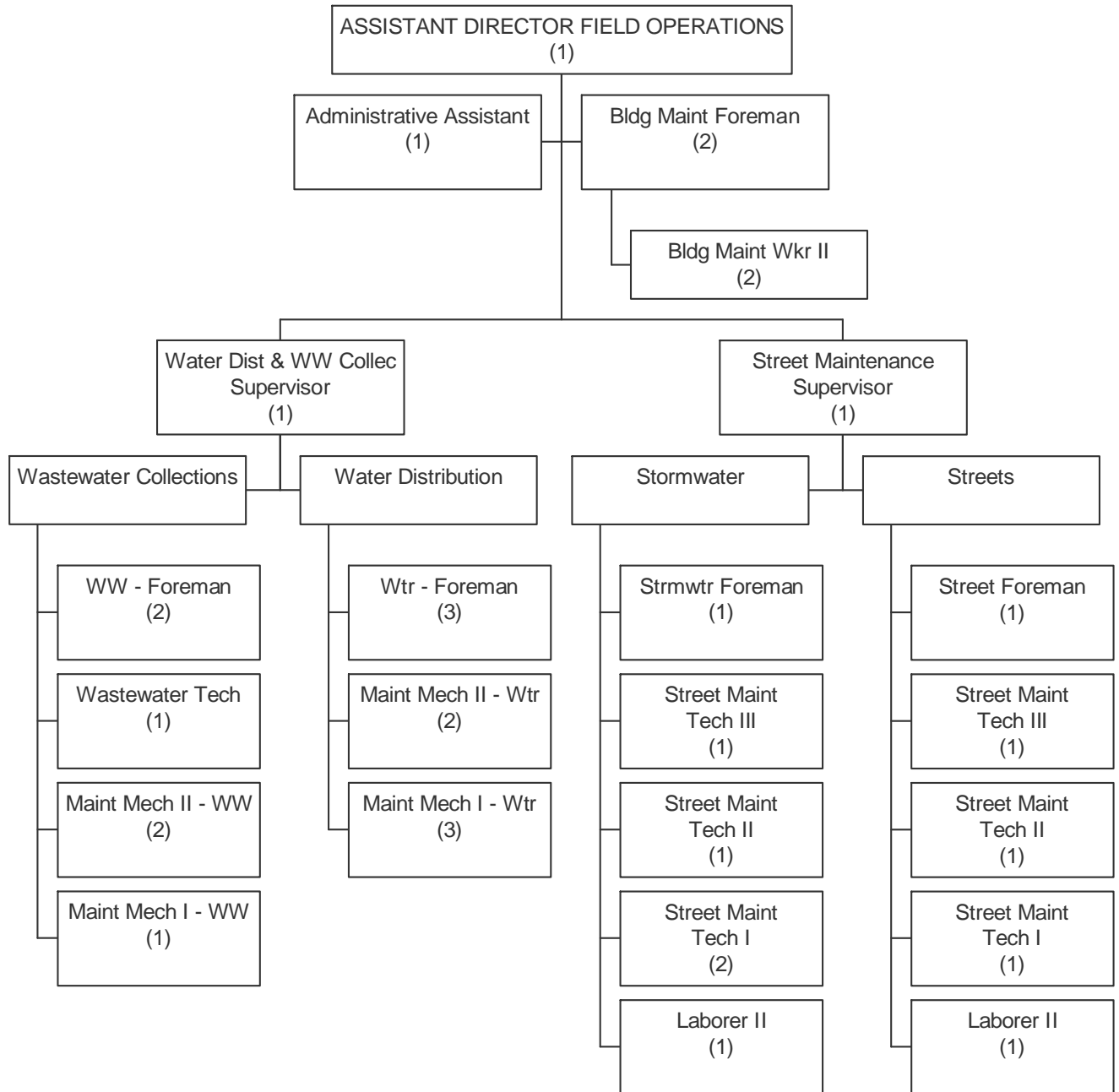
- Operation and maintenance of water distribution and wastewater collection in an efficient and effective manner to enhance our reliability and competitiveness.
  - Install services within 48 hours upon locations clearance.
  - Average response time for service requests.
  - Exercise 350 valves.
  - Replace aging residential water meters on an as-needed basis.
  - Replace 10 valves.
  - Continue monitoring leak detection & repair program to reduce the unaccounted for water.
  - Continue the I/I detection & repair program.

### **Community Emphasis:**

- Maintain, repair & improve storm sewers and enhance customer service satisfaction and the overall appearance of the community.
  - Sweep 7,000 miles of City streets.
  - Clean 60 storm drains.
  - Rehabilitate/install 10 storm drains.

### **Quality of Life:**

- Maintain, repair & improve streets, sidewalks and right-of-way and increase customer service satisfaction and the overall appearance of the community.
  - Handle 100% of pothole service requests within 24-hours.
  - Pave 40,000 square yards of streets.
  - Replace/install 10,000 linear feet of sidewalk.
- Beautification of streets by promoting customer satisfaction, which enhances the City's appearance.
  - Cost of illegal dumping per year.
  - Increase the number of Adopt-A-Road groups/entities.
  - Continue QRT Daily Litter Program.



### Divisional Expenditure Summary

	Final Budget FY 04/05	Actual / Unaudited FY 04/05	Adopted FY 05/06
<b>General Fund (Streets)</b>			
Personnel Services	366,775	308,322	351,354
Operating Expenditures	696,077	695,266	730,803
Capital Outlay	191,000	195,796	207,500
<b>Total</b>	<b>1,253,852</b>	<b>1,119,384</b>	<b>1,289,657</b>
<b>Water Distribution Funds</b>			
Personnel Services	585,461	532,389	618,826
Operating Expenditures	947,214	856,601	704,604
Capital Outlay	0	0	0
<b>Total</b>	<b>1,532,675</b>	<b>1,388,990</b>	<b>1,323,430</b>
<b>Wastewater Collection Funds</b>			
Personnel Services	567,221	572,464	608,508
Operating Expenditures	924,004	525,696	1,198,502
Capital Outlay	0	0	160,000
<b>Total</b>	<b>1,491,225</b>	<b>1,098,160</b>	<b>1,967,010</b>
<b>Stormwater Funds</b>			
Personnel Services	474,469	447,666	547,814
Operating Expenditures	210,381	185,775	202,498
Capital Outlay	125,000	0	100,000
Other	154,414	154,414	109,019
<b>Total</b>	<b>964,264</b>	<b>787,855</b>	<b>959,331</b>
<b>Field Operations' Total</b>	<b>5,242,016</b>	<b>4,474,389</b>	<b>5,539,428</b>

# **SOLID WASTE DIVISION**

## ***MISSION STATEMENT***

It is the mission of the Division to collect solid waste from our customers in a safe, cost-effective manner and protect the environment.

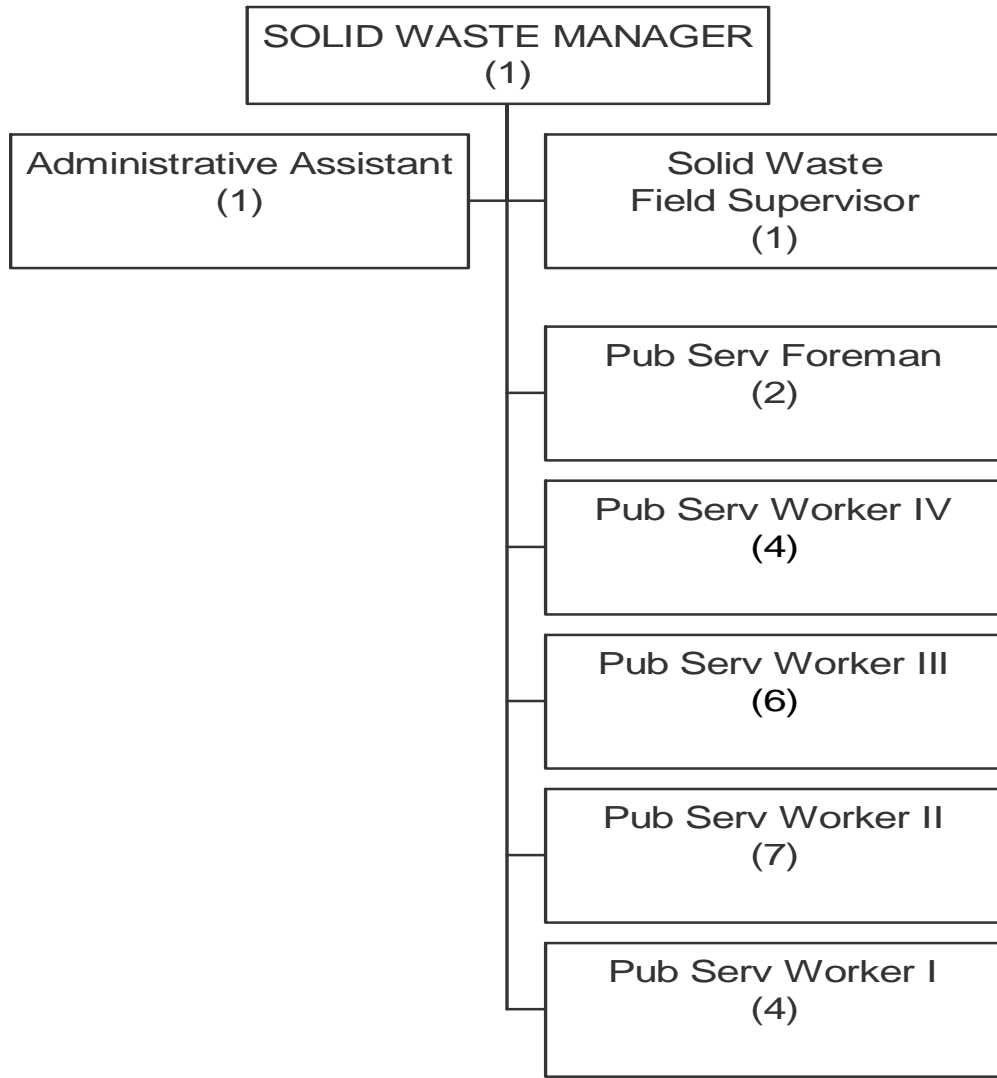
## ***Services, Functions and Activities***

Responsible for the collection and disposal of residential and commercial solid waste and recycling services in a safe, reliable, efficient and cost-effective manner. Solid Waste services more than 9,511 residential customers, 2 pick-ups weekly, by utilizing 4 routes and weekly residential recycling pickup, in addition to a one time weekly pick-up of residential trash. It also services more than 976 commercial customers, 2-6 pick-ups weekly, (to meet the customers' needs), by utilizing 3 routes and more than 175 cardboard commercial recycling customers, 1-5 pick-ups weekly, (to meet the customers' needs) by utilizing 4 routes.

## ***GOALS AND OBJECTIVES***

### **Community Emphasis:**

- Reliable and safe collection and disposal of solid waste in an environment that promotes customer satisfaction and enhances the City's appearance in a professional manner through efficiency and effectiveness.
  - Respond to customer complaints within 24-hours.
  - Pick-up illegal dumping within 24-hours of notification to coincide with scheduled trash pick-up.
  - Cost per ton of garbage (collection & disposal).
  - Cost per route.



<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	1,719,394	1,643,428	2,085,987
Operating Expenditures	3,843,198	3,810,497	4,694,164
Capital Outlay	77,878	69,065	115,000
Other	1,095,736	602,055	1,146,675
<b>Total</b>	<b>6,736,206</b>	<b>6,125,045</b>	<b>8,041,826</b>

# SELF INSURANCE FUND

## MISSION STATEMENT

The Mission of the Self Insurance Fund is to facilitate the funding mechanism to cover insurance deductibles for the City's commercial insurance coverage, cover the costs associated with damage to City property not recoverable, and effective service in the insurance and safety areas to City departments, employees and the public.

## Services, Functions and Activities

The Risk Management area is responsible for accident/incident investigation, reporting and monitoring for safety committee, safety library and training, review of property values, insurance premiums and general liability coverage.

## GOALS AND MEASUREMENTS

- Continue to aggressively employ proactive risk management philosophy to reduce the number of injuries, accidents and the number of liability claims by a 5% reduction.
- Continue with the monthly safety training for all employees including specialized training for field employees and office/administrative employees.
- Work on expanding the employee safety incentive program with input from the Central Safety Committee on establishing specifics.
- Work with the Central Safety Committee to review all accidents and injuries to directly tie the safety training videos and written materials outlining correct safety procedures to prevent reoccurrences.
- Continue streamlining the claims adjusting procedures and guidelines for all Liability claims. Work with the HRIS software to capture the worker's compensation and safety training information. Coordinate with ITS to research available technology in Risk Management software to better organize and track associated costs.

<b>*Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	73,320	72,252	85,239
Operating Expenditures	6,146,862	6,133,720	6,733,490
Capital Outlay	0	0	0
Other	0	0	86,888
<b>Total</b>	<b>6,220,182</b>	<b>6,205,972</b>	<b>6,905,617</b>

\* Includes Self Insurance, Worker's Comp. and Health Insurance. Position of Risk & Safety Manager is shown in General fund in the Human Resources section.

# COMMUNITY REDEVELOPMENT AGENCY

## *MISSION STATEMENT*

To enhance and strengthen the vitality of the City of Homestead Community Redevelopment Area by establishing a diversified and stable economic base, promoting public and private reinvestment, providing housing opportunities, and promoting historic preservation.

## *Services, Functions and Activities*

The Community Redevelopment Agency was created by the City in 1994 following Hurricane Andrew under the powers granted by the Legislature. Its goal is to combat neighborhood deterioration and eliminate economic blight in the designated Community Redevelopment Area. The work program for the Agency is defined in the Community Redevelopment Plan. In the Redevelopment Plan, comprehensive strategies were formulated to promote community development in various neighborhoods- Pioneer Village, Pioneer Commerce Park, Pioneer Quarter, and West and Southwest Neighborhoods. In addition, the Agency administers economic development incentives such as the Revolving Loan Fund. It assists in utilizing the benefits of the Empowerment Zone and Enterprise Zone.

## **GOALS AND MEASUREMENTS**

### **Growth and Economic Development:**

- Promote business development of new and high-tech business through the Carrie P. Meek for business.
- Through the Carrie P. Meek Center, develop programs to provide assistance in business development and financing.
- Promote sustainable development within the Community Redevelopment Area
- Promote quality development, which creates quality neighborhoods.
- Promote commercial and residential uses for a variety of income types.
- Provide aesthetically pleasing public spaces.
- Promote ease of access to transportation.
- Provide recreational opportunities.
- Provide public infrastructure improvements such as roads, water, sewer, sidewalks, parks, damage, etc.
- Eliminate visual blight.
- Identify and work to demolish unsafe structures within the Redevelopment Area.
- Acquire blighted properties for infill development.

### **Innovation:**

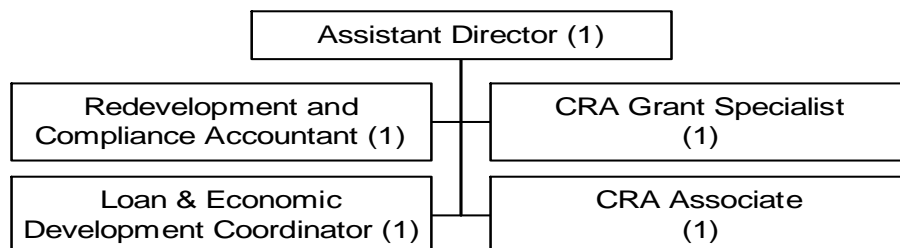
- Expand fiber optic infrastructure.
- Utilize the City's existing fiber optic infrastructure to a greater extent.
- Post Agency projects and programs on the City's website.
- Continue to send the Agency semi-annual newsletter to update and inform citizens.
- Develop Downtown Wireless "Hot Spot".

**Quality of Life:**

- Support Historic Preservation.
- Designate historic structures to the local, state, or National Register of Historic Places.
- Coordinate the operation of the Historic Preservation Board.
- Renovate historic structures.
- Establish a historic district within the Community Redevelopment Area.
- Implement design guidelines/overlays.
- Provide recreational and entertainment opportunities with the Community Redevelopment Area.
- Provide for parks within the Community Redevelopment Area.
- Support community organizations that provide entertainment and cultural events.
- Continue to encourage further development of an arts and entertainment development.

**Organizational Performance:**

- Bring projects to completion on time.
- Stagger project scheduling to ensure attention to detail and completion.
- Bring projects to completion within budget.
- Develop financial systems which track projects by project number.
- Manage loan portfolio.
- Initiate new affordable housing opportunities for low and moderate-income families and individuals.
- Continue to support the efforts of community organizations.
- Work to implement community initiated goals and objectives.
- Develop plans and projects in conjunction with the community.





## MOTORSPORTS COMPLEX

### *MISSION STATEMENT*

It is the mission of the City of Homestead to actively promote and showcase the Motorsports complex in the attraction of popular and recurring national events such as the Craftsman Truck Series, Busch Series & the Nascar Nextel Cup.

<b>Departmental Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	0	0	0
Operating Expenditures	934,650	863,776	1,119,300
Principle Expense	787,500	450,000	750,000
Interest Expense	503,000	546,628	465,000
<b>Total</b>	<b>2,225,150</b>	<b>1,860,404</b>	<b>2,334,300</b>

### **PROGRAM DESCRIPTION:**

In September of 1995, the City entered into an agreement to manage and operate the complex according to the terms of the lease agreement.

# STADIUM DIVISION

## MISSION STATEMENT

The Homestead Sports Complex provides baseball, softball, youth sports and special event services for use by the community and visitors which encompasses a wide variety of activities.

### *Services, Functions and Activities*

Responsibilities for the Homestead Sports Complex include maintenance and operations of the Stadium, dormitories and other facilities at acceptable standards to ensure that a variety of events and activities may be scheduled allowing full potential of uses of the Complex and attractiveness to visitors.

## GOALS AND MEASUREMENTS

### Organizational Performances:

- Provide effective supervision and monitoring of maintenance of grounds, buildings and athletic fields.
- Initiate a master plan to establish most effective use of Complex facility in meeting future needs of the City.

### Quality of Life:

- Maintain established grounds maintenance frequencies to create consistency and reliability regarding Complex aesthetics.
- Continue Needs Assessment program to ensure a safe environment in which to recreate.
- Continue to provide a user-friendly environment and assistance to users and tenants in order to establish long-term relationships with local residents and visitors.

<b>Divisional Expenditure Summary</b>			
	<b>Final Budget FY 04/05</b>	<b>Actual / Unaudited FY 04/05</b>	<b>Adopted FY 05/06</b>
Personnel Services	0	0	0
Operating Expenditures	409,960	316,592	406,284
Capital Outlay	74,975	14,446	400,000
<b>Total</b>	<b>484,935</b>	<b>331,038</b>	<b>806,284</b>

**City of Homestead**  
**Capital Improvement Projects**  
**FY 05/06 and 06/07 (plus 5 Years)**

LINE #	DEPT.	DIVISION	ACCOUNT NUMBER	PROJECT NAME	TYPE	FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12						
								2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	
1	EL	Administration	401-1100-531.60-25	Replace Admin Building Roof	CIP	EL F	35,000							
2	EL	Administration	401-1100-531.60-30	Solar-beam Security System	CIP	EL F	84,119							
3	EL	Administration	401-1100-531.60-30	Utility Billing Web/Presentation & Payment (Shared w/W-WW-Sld Wst)	CIP	EL F	35,000							
4	EL	Administration	401-1100-531.60-56	Home Energy Audit Software	CIP	EL F	18,000							
5	EL	Engineering	401-1500-531.60-52	Furniture for new personnel	CIP	EL F	6,000							
6	EL	Engineering	401-1500-531.60-30	Distribution Reclosures	CIP	EL F								
7	EL	Engineering	401-1500-531.60-30	OCB Replacements	CIP	EL F	20,000	20,000		20,000		20,000		
8	EL	Engineering	401-1500-531.60-50	Power Analyzer Equipment	CIP	EL F	6,000							
9	EL	Engineering	401-1500-531.60-30	Directional Boring of Dist Lines	CIP	EL F	13,680							
10	EL	Power Plant	476-1100-531.60-20	Storage Buildings	CIP	EL F				80,000				
11	EL	Power Plant	401-2200-531.60-25	Replace Roof Power Plant	CIP	EL F	166,400							
12	EL	Power Plant	401-2200-531.60-54	New Printer for Admin Asst	CIP	EL F	1,500							
13	EL	TD&M	401-3100-531.60-50	Cable Trailer (Replace XX660 & 63)	CIP	EL F	14,900							
14	EL	TD&M	401-3100-531.60-50	Double Reel Trailer (Replace 89609)	CIP	EL F	19,500							
15	EL	TD&M	401-3100-531.60-30	New Overhead Construction	CIP	EL F	200,000	200,000		140,000		140,000		145,000
16	EL	TD&M	401-3100-531.60-30	New Underground Construction	CIP	EL F	2,760,000	850,000		350,000		350,000		350,000
17	EL	TD&M	401-3100-531.60-30	New Street & Security Lights	CIP	EL F	40,000	40,000		40,000		40,000		50,000
18	EL	TD&M	401-3100-531.60-30	Surge Protection Program	CIP	EL F	20,000	20,000		20,000		20,000		20,000
19	EL	TD&M	401-3100-531.60-50	Defibulators	CIP	EL F	10,000							
20	EL	Sys Ops	401-2300-531.60-50	RTU's & Comm equip for existing Substations	CIP	EL F	60,000							
21	EL	CS	401-4100-519.60-25	Replace Cust Service Roof	CIP	EL F	66,600							
22	EL	CS	401-4100-519.60-50	Finance/Cust Serv Burglar Alarm	CIP	EL F	28,513							
<b>Electric Fund Total</b>							<b>3,605,212</b>	<b>1,150,000</b>	<b>650,000</b>	<b>570,000</b>	<b>560,000</b>	<b>565,000</b>	<b>0</b>	<b>0</b>
23	EL	TD&M		Construction in Progress	CIP	Bonds	2,642,078							
24	EL	TD&M		Improvement Other Than Building	CIP	Bonds	307,000							
25	EL	TD&M		Equipment	CIP	Bonds	130,000							
<b>Bonds Fund Total</b>							<b>3,079,078</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
26	CC	City Clerk's Office	001-0400-512.60-54	Fax Machine/Laser Printer/Paper Trimmer	CIP	GF	750							
27	Dev Svcs		001-0500-524.60-56	Software Web Component (Pentamation), GIS, AutoCAD	CIP	GF	30,000	30,000		30,000				
28	Dev Svcs		001-0500-524.60-54	Hrdwr (plasma screens),Printer,Retrieval Sys	CIP	GF	45,000	45,000		45,000				
29	Finance	Finance	001-0700-519.60-54	Desktop Computer	CIP	GF	1,300							
30	Finance	Finance	001-0700-519.60-54	Laser Jet Printer	CIP	GF	850							
31	Finance	Finance	001-0700-519.60-52	Office Furniture	CIP	GF	1,000							
32	CD	CD	001-1002-519.60-30	City Wide Way-finding Signage	CIP	GF	150,000	150,000		25,000		25,000		25,000
33	CD	CD	001-1001-519.60-52	Furniture for new employees	CIP	GF	1,000	10,500						
34	CD	CD	001-1001-519.60-54	Computer for new employees	CIP	GF	500	10,500						
35	Gen Svcs	Admin	001-1400-519.60-90	Roof Replacement (shared w/Parks)	CIP	GF	7,500							
36	Gen Svcs	PCS	001-1410-519.60-25	Asphalt yard & Parking Area	CIP	GF		15,000						
37	Gen Svcs	PCS	001-1410-519.60-25	Re-Roof Administration Building	CIP	GF	17,500							
38	Gen Svcs	PCS	001-1410-519.60-90	Warehouse Exhaust Fan Replacement	CIP	GF	9,500							
39	Gen Svcs	ITS	001-1420-519.60-54	Workstation (pc) Replacement (50 @ 1,500/ea)	CIP	GF	75,000			75,000		75,000		
40	Gen Svcs	ITS	001-1420-519.60-54	IBM AS/400 Purchase - City Financial System	CIP	GF		12,000						
41	Gen Svcs	ITS	001-1420-519.60-54	Networked Array Storage Hardware	CIP	GF	7,380							
42	Gen Svcs	ITS	001-1420-519.60-54	Install Permanent Computer Projectors	CIP	GF		10,000						
43	Gen Svcs	ITS	001-1420-519.60-54	Ongoing System Hardware Upgrades and Replacement	CIP	GF	16,100							
44	Gen Svcs	ITS	001-1420-519.60-56	Ongoing System Software Upgrades and Replacement	CIP	GF	13,800							
45	Gen Svcs	ITS	001-1420-519.60-54	Network Facilities / Fiber upgrades	CIP	GF		48,000						
46	Gen Svcs	Special Projects	Multiple	Outsource Utility Billing Processes (incl: billing, remittance, web, multi-language)	CIP	GF		373,654		352,000				
47	Gen Svcs	Special Projects	001-1440-519.60-56	Automated Citizen Inquiry System	CIP	GF		20,800						
48	Gen Svcs	Special Projects	001-1440-519.60-56	First Responder Broadcast System (Citizen Broadcast Notification)	CIP	GF	21,800							
49	Gen Svcs	Special Projects	001-1440-519.60-56	Citizen Request/Complaint Tracking System (Replaces CivicTracker software)	CIP	GF		18,500						
50	Gen Svcs	Special Projects	001-1440-519.60-56	Gov Max Strategic Planning Software Subscription (as per City Manager)	CIP	GF	20,000	20,000		20,000				
51	Gen Svcs	Special Projects	001-1440-519.60-90	Kiosk (2) Prototype Project	CIP	GF		33,000						
52	Gen Svcs	Special Projects	001-1440-519.60-90	Finance/Customer Service Burglar Alarm	CIP	GF	28,513							
53	Gen Svcs	Special Projects	001-1440-519.60-90	Security System Upgrade: City-Wide Access Control	CIP	GF				114,000				
54	Gen Svcs	Special Projects	001-1440-519.60-90	Security System Upgrade: Procurement Fencing	CIP	GF	15,000							
55	City Mgr.	CMO	001-1800-519.60-10	New City Hall	CIP	GF	1,800,000	6,752,250		6,752,250				
56	City Mgr.	CMO	001-1800-519.60-52	Office Furniture and Equipment	CIP	GF	3,000	3,000						
57	City Mgr.	CMO	001-1800-519.60-54	Computer Hardware	CIP	GF	2,500	2,500						
58	HR		001-2500-513.60-52	Lateral 5 drawer file	CIP	GF	1,000							
59	HR		001-2500-513.60-52	Commercial FAX machine	CIP	GF	1,000							
60	Police	Admin	001-4042-521.60-25	Building Expansion (Approx 6,500 Sq Ft)	CIP	GF		812,500						
61	Police	Admin		Replacement Laptop Computers	CIP	GF				170,000		170,000		52,000
62	Police	Admin		Replacement As/400 for HTE System	CIP	GF				125,000				
63	Police	Admin		Replacement Copier for SOS/Upgrade Unif Copier	CIP	GF					15,000			

**City of Homestead**  
**Capital Improvement Projects**  
**FY 05/06 and 06/07 (plus 5 Years)**

LINE #	DEPT.	DIVISION	ACCOUNT NUMBER	PROJECT NAME	TYPE	FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12						
								2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	
64	Police	Uniform	001-4032-521.60-58	Computers & Commu Equip For Replacement Command Post Vehicle	CIP	GF		125,000						
65	PW&S	STREETS	001-5020-541.60-30	Roadways/Asphalt/Swale	CIP	GF	200,000	200,000	200,000	200,000	200,000			
66	PW&S	STREETS	001-5020-541.60-50	Utility Golf Cart	CIP	GF	7,500							
67	P&R	Parks	001-6010-572.60-25	New Roof for Parks and Rec Office	CIP	GF	7,500							
68	P&R	Parks	001-6010-572.60-30	Urban Forestry Grant Match	CIP	GF	35,000							
69	P&R	Parks	001-6010-572.60-30	Irrigation on US1 between 304 St and 328 St	CIP	GF	150,000							
70	P&R	Parks	001-6010-572.60-30	Complete installation of irrigation on Campbell Drive	CIP	GF	50,000							
71	P&R	Parks	001-6010-572.60-30	Landscape of Campbell Dr - Krome and 137 Ave	CIP	GF	40,000							
72	P&R	Parks	001-6010-572.60-30	Installation of Landscape of US1 - 304 St and 328 St	CIP	GF	100,000							
73	P&R	Parks	001-6010-572.60-30	Irrigation on Farm Life Road - 312 St and 328	CIP	GF		80,000						
74	P&R	Parks	001-6010-572.60-30	Irrigation SW 137th Ave - 312 St and 344 St	CIP	GF		200,000						
75	P&R	Parks	001-6010-572.60-30	Landscape of SW 137 Ave - 312 St and 344 St	CIP	GF		140,000						
76	P&R	Parks	001-6010-572.60-30	Landscape of Farm Life Road - 312 St & 328 St	CIP	GF		80,000						
77	P&R	Parks	001-6010-572.60-50	Mower Attachment for #95250	CIP	GF				7,000				
78	P&R	Parks	001-6010-572.60-50	(2) Turf Trucks with Dump Beds	CIP	GF		8,500						
79	P&R	Parks	001-6010-572.60-50	Hydraulic 72" Bush Hog	CIP	GF		6,500						
80	P&R	Parks	001-6010-572.60-50	(2) Mowers to maintain ballfields @ \$10,800	CIP	GF	21,600	21,600			25,500			
81	P&R	Parks	001-6010-572.60-50	(2) Infield Mowers - Turn in old	CIP	GF		23,000			23,000			
82	P&R	Parks	001-6010-572.60-54	Purchase of POS and camera system for Recware	CIP	GF	6,000							
83	P&R	Parks	001-6010-572.60-54	Purchase of 1 Computer for Parks Office	CIP	GF	1,500							
84	P&R	Parks	001-6010-572.60-54	Purchase of 1 Computer for Sr Center	CIP	GF	1,500							
85	P&R	Rec	001-6020-572.60-52	Furniture	CIP	GF	1,000							
86	P&R	Rec	001-6020-572.60-54	Computer	CIP	GF	1,500							
<b>General Fund Total</b>							<b>2,893,093</b>	<b>9,251,804</b>	<b>7,908,250</b>	<b>844,000</b>	<b>518,500</b>	<b>277,000</b>	<b>25,000</b>	
87	P&R	Stadium	710-6500-572.35-30	Replace Sports Complex Fixtures	CIP	Stadium		1,100,000						
88	P&R	Stadium	710-6500-572.60-25	Misc. repairs to Stadium	CIP	Stadium	312,500							
89	P&R	Stadium	710-6500-572.60-25	Roof Replacement at Sports Complex	CIP	Stadium	75,000							
90	P&R	Stadium	710-6500-572.60-25	AC Roof-top package in Minor League Clubhouse	CIP	Stadium	12,500							
<b>Stadium Fund Total</b>							<b>400,000</b>	<b>1,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
91	Police	Admin	101-4010-521.31-30	Software Updates & Cellular Card Change for Laptops	CIP	Impact Fees	92,500							
92	Police	Admin	101-4010-521.31-30	Equipment for Officers < \$500 Each	CIP	Impact Fees	55,000							
93	Police	Admin	101-4010-521.33-05	Prof Fees - Architectural / Engineering for Building Expansion & Related	CIP	Impact Fees	75,000							
94	Police	Admin	101-4010-521.33-30	Consultants for Web/Info Systems Design & Geographic Base Updates	CIP	Impact Fees	45,000							
95	Police	Admin	101-4010-521.60-25	Building Expansion (Approx 6,500 Sq Ft)	CIP	Impact Fees		812,500						
96	Police	Admin	101-4010-521.60-50	Building / Property Room Modifications	CIP	Impact Fees	35,000					50,000		
97	Police	Admin	101-4010-521.60-50	Generator and Electrical Changes for Bldg Expansion	CIP	Impact Fees	125,000							
98	Police	Uniform	101-4010-521.60-50	Uniform Equipment over \$500 per GASB	CIP	Impact Fees	62,600	29,000	31,000	33,000	35,000	37,000		
99	Police	Code Enf	101-4010-521.60-52	Community Policing Station - Furniture/Equip	CIP	Impact Fees	7,500							
100	Police	Admin	101-4010-521.60-54	Computer Hardware	CIP	Impact Fees	85,000	45,000	22,000	50,000	24,000	50,000		
101	Police	Admin	101-4010-521.60-54	Laptops for New Officers & Code Officers (12 Plus 5 Spares for Reserves)	CIP	Impact Fees	90,100							
102	Police	Admin	101-4010-521.60-54	Redundant i5 Sever for Dispatch CAD	CIP	Impact Fees		98,000						
103	Police	Admin	101-4010-521.60-56	HTE Sftwre (Redundancy/Msg Switch/Field Reptg - Upg License >100 users)	CIP	Impact Fees	43,000	20,000						
104	Police	Admin	101-4010-521.60-56	Software Upgrades / Additional Licenses	CIP	Impact Fees	85,000	30,000	30,000	30,000	30,000	30,000		
105	Police	Admin	101-4010-521.60-58	Mobile & Handheld Radio Equipment	CIP	Impact Fees	98,000	35,000	25,000	25,000	20,000	25,000		
106	Police	Admin	101-4010-521.60-58	Radio Sys-Expansion/Upgd/Infrastructure Enhancemts/Console Changes	CIP	Impact Fees	235,000	45,000	45,000	50,000	50,000	50,000		
107	Police	Admin	101-4010-521.60-58	Prep Changes Bldg Exp in 06/07 - Relocate Trans/Comm Equipment	CIP	Impact Fees	60,000							
108	P&R	Parks	101-6010-572.33-05	Harris Pavilion Restrooms	CIP	Impact Fees	400,000							
109	P&R	Parks	101-6010-572.33-05	Audubon Park Upgrade	CIP	Impact Fees	100,000							
110	P&R	Parks	101-6010-572.33-05	James Archer Smith Upgrade	CIP	Impact Fees	80,000							
111	P&R	Parks	101-6010-572.33-05	Wittkop Park Upgrade	CIP	Impact Fees		200,000						
112	P&R	Parks	101-6010-572.33-05	Sr. Center/Musselwhite Expansion	CIP	Impact Fees	810,000							
113	P&R	Parks	101-6010-572.60-10	NW Park Development	CIP	Impact Fees			500,000					
114	P&R	Parks	101-6010-572.60-10	Acquire and Develop East Community Park	CIP	Impact Fees		1,000,000						
115	P&R	Parks	101-6010-572.60-10	Acquire and Develop West Community Park	CIP	Impact Fees		1,100,000						
116	P&R	Parks	101-6010-572.60-10	Renovation of Neighborhood Green Spaces	CIP	Impact Fees		100,000						
117	P&R	Parks	101-6010-572.60-10	Develop New East Community Center	CIP	Impact Fees				450,000				
118	P&R	Parks	101-6010-572.60-10	Develop New West Community Center	CIP	Impact Fees				450,000				
119	P&R	Parks	101-6010-572.60-10	Develop Teen Center/Extreme Sports Complex	CIP	Impact Fees					800,000	400,000		
120	P&R	Parks	101-6010-572.60-20	YMCA Building Purchase	CIP	Impact Fees	350,000	250,000	250,000	250,000	250,000			
121	P&R	Parks	101-6010-572.60-30	Upgrades of Tennis Courts at JD Redd Park	CIP	Impact Fees	80,000							
122	P&R	Parks	101-6010-572.60-30	Roby George Park Pool Upgrade	CIP	Impact Fees	50,000							
123	P&R	Parks	101-6010-572.60-30	Blakey Park Lightning & Upgrade	CIP	Impact Fees		100,000	100,000	100,000				
124	P&R	Parks	101-6010-572.60-30	Dick Conley Lights	CIP	Impact Fees			250,000					
125	P&R	Parks	101-6010-572.60-30	Little League and HYBL Fields, Roby George Fields	CIP	Impact Fees	100,000							
126	P&R	Parks	101-6010-572.60-30	Harris Pavilion Fencing Upgrade	CIP	Impact Fees	50,000							
127	P&R	Parks	101-6010-572.60-30	Fencing for Dick Conley Football Field Upgrade	CIP	Impact Fees	18,800							
128	P&R	Parks	101-6010-572.60-30	Roby George Park Pool Restrooms Addition	CIP	Impact Fees	50,000							
129	P&R	Parks	101-6010-572.60-30	Mistretta Park Upgrade	CIP	Impact Fees	35,000							
130	P&R	Parks	101-6010-572.60-30	Regrassing of Harris Field Football Stadium	CIP	Impact Fees	55,000							

**City of Homestead**  
**Capital Improvement Projects**  
**FY 05/06 and 06/07 (plus 5 Years)**

LINE #	DEPT.	DIVISION	ACCOUNT NUMBER	PROJECT NAME	TYPE	FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12							
								2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012		
131	P&R		101-6010-572.60-30	Regrassing of Dick Conley Football Field	CIP	Impact Fees	55,000								
132	P&R		101-6010-572.60-50	Mini Park Amenities	CIP	Impact Fees		50,000							
133	P&R		101-6010-572.60-54	Wireless Connection for Senior Center	CIP	Impact Fees	12,000								
<b>Impact Fees Total</b>							<b>3,439,500</b>	<b>3,914,500</b>	<b>1,253,000</b>	<b>1,438,000</b>	<b>1,209,000</b>	<b>642,000</b>	<b>0</b>		
134	PW&S	STREETS	345-5010-541.60-30	Road Construction & Improvements	CIP	PTP	455,727	363,886	712,196	448,646	600,000	600,000	600,000		
135	PW&S	STREETS	345-5010-541.60-30	Dainage Swale & Sidewalk Rehab & Improvements	CIP	PTP	81,469	73,310	50,000	148,550	162,196	162,196	162,196		
136	PW&S	STREETS	345-5010-541.60-40	Asphalt Milling Machine	CIP	PTP	120,000								
137	PW&S	STREETS	345-5010-541.60-40	Wheel Loader	CIP	PTP		125,000							
138	PW&S	STREETS	345-5010-541.60-40	Track Hoe	CIP	PTP				165,000					
139	PW&S	STREETS	345-5010-541.60-40	Asphalt Recycling Truck (Pot Holes)	CIP	PTP		200,000							
140	PW&S	STREETS	345-5010-541.60-40	Low Flow Planer	CIP	PTP	25,000								
141	PW&S	STREETS	345-5010-541.60-40	Dump Truck	CIP	PTP		80,000							
142	PW&S	STREETS	345-5010-541.60-91	Transit	CIP	PTP	190,549	190,549	190,549	190,549	190,549	190,549	190,549		
<b>People's Transportation Plan Fund Total</b>							<b>872,745</b>	<b>1,032,745</b>	<b>952,745</b>	<b>952,745</b>	<b>952,745</b>	<b>952,745</b>	<b>952,745</b>		
143	PW&S	STREETS	350-5020-541.60-50	Sidewalk Repair Replacement	CIP	Utility Tax	250,000	250,000	250,000	250,000	250,000	250,000	250,000		
<b>Utility Tax Fund</b>							<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>		
144	Gen Svcs	Fleet Mgmt	550-5040-519.60-50	Purchase new hydraulic crimp machine (Aeroquip fittings)	CIP	Internal	3,400								
145	Gen Svcs	Fleet Mgmt	550-5040-519.60-50	Upgrade diagnostic equipment	CIP	Internal	12,000								
146	Gen Svcs	Fleet Mgmt	550-5040-519.60-50	Upgrade service truck tool inventory	CIP	Internal	2,000								
147	Gen Svcs	Fleet Mgmt	550-5040-519.60-50	Replace coolant recycle Station	CIP	Internal		4,000							
148	Gen Svcs	Fleet Mgmt	550-5040-519.60-40	Replace Emergency Generator	CIP	Internal		80,000							
<b>Internal Fund Total</b>							<b>17,400</b>	<b>84,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
149	PW&S	W ADMIN	431-7100-601.60-54	Map/Plan Copy Machine	CIP	Water	5,000								
150	PW&S	W ADMIN	431-7100-601.60-56	Utility Billing/Web Presentation & Payment	CIP	Water	5,000								
151	PW&S	WD	431-7100-601.60-30	Water Main Upgrade (Impact Fee)	CIP	Water	100,000	75,000	75,000	75,000	75,000	75,000	75,000		
152	PW&S	WD	431-7100-601.60-30	Connection of TN to Harris (Impact Fee)	CIP	Water	150,000	100,000	100,000	100,000	100,000	100,000	100,000		
153	PW&S	WD	431-7100-601.60-50	Radio/Comm Equipment (3)	CIP	Water				3,000					
154	PW&S	WD	431-7100-601.60-50	Pressure Control Valves at Water Tanks	CIP	Water		150,000	50,000						
155	PW&S	WD	431-7100-601.60-50	Tank Effluent Flow Meter	CIP	Water		150,000							
156	PW&S	WD	431-7100-601.60-50	Water Correlators/Equipment	CIP	Water				75,000					
157	PW&S	W TREATMENT	431-7200-601.60-30	New Water Wells (Impact Fee)	CIP	Water	75,000								
158	PW&S	W TREATMENT	431-7200-601.60-30	Water Wells System Upgrade (Impact Fee)	CIP	Water		100,000							
159	PW&S	W TREATMENT	431-7200-601.60-50	A/C Wittkop Treatment Plant	CIP	Water	10,000								
160	PW&S	W TREATMENT	431-7200-601.60-50	3 Chlorine Hoist	CIP	Water	25,000								
161	PW&S	W TREATMENT	431-7200-620.60-50	Radio/Communication Equipment	CIP	Water	1,000				5,000				
162	PW&S	W TREATMENT	431-7200-620.60-50	Harris Field / Tennessee Generator	CIP	Water	90,000				5,000				
<b>Water Fund Total</b>							<b>461,000</b>	<b>575,000</b>	<b>225,000</b>	<b>175,000</b>	<b>263,000</b>	<b>175,000</b>	<b>175,000</b>		
163	PW&S	WW Admin	461-8100-700.60-54	Map/Plan Copy Machine	CIP	Sewer	5,000								
164	PW&S	WW Admin	461-8100-700.60-56	Utility Billing/Web Presentation & Payment	CIP	Sewer	5,000								
165	PW&S	WWC	461-8100-700.60-30	Upgrade Pump Stations	CIP	Sewer	150,000	150,000	150,000	150,000	150,000	150,000	150,000		
166	PW&S	WWC	461-8100-700.60-50	Utility Trailer	CIP	Sewer	10,000								
167	PW&S	WW TREATMENT	461-8300-700.60-25	Treatment Plant Insp and PM/Painting	CIP	Sewer	50,000	250,000			250,000				
168	PW&S	WW TREATMENT	461-8300-700.60-30	Additional Trench	CIP	Sewer		100,000							
169	PW&S	WW TREATMENT	461-8300-700.60-30	Rebuild/Replace Old Blowers for Digesters	CIP	Sewer	100,000	50,000			50,000				
170	PW&S	WW TREATMENT	461-8300-700.60-52	Office Beautification	CIP	Sewer	5,000								
171	PW&S	WW TREATMENT	461-8300-700.60-54	Upgrade WWTP Operating Computers	CIP	Sewer					30,000				
172	PW&S	WW TREATMENT		WWTP Expansion	CIP	Sewer					15,000,000				
<b>Sewer Fund Total</b>							<b>325,000</b>	<b>550,000</b>	<b>150,000</b>	<b>15,180,000</b>	<b>450,000</b>	<b>150,000</b>	<b>150,000</b>		
173	PW&S	STORM	481-5020-541.60-30	Storm drain Upgrade/Installations	CIP	Stormwater	100,000	100,000	100,000	100,000	100,000	100,000	100,000		
174	PW&S	STORM	481-5020-541.60-50	Radio/Comm Equipment (6)	CIP	Stormwater					6,000				
<b>Stormwater Fund Total</b>							<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>106,000</b>	<b>100,000</b>	<b>100,000</b>		
175	PW&S	SLD WSTE	491-5033-534.60-25	Solid Waste Building Improvements	CIP	Slid Wst		50,000							
176	PW&S	SLD WSTE	491-5033-534.60-56	Utility Billing/Web Presentation & Payment	CIP	Slid Wst	5,000								
177	PW&S	SLD WSTE	491-5033-534.60-58	Radio/Comm Equipment (Replacing/Purchasing)	CIP	Slid Wst	10,000			8,000					
178	PW&S	SLD WSTE	491-5033-534.60-58	Roll Off/Dumpsters	CIP	Slid Wst	100,000	60,000	60,000	30,000	30,000	30,000	30,000		
<b>Solid Waste Fund Total</b>							<b>115,000</b>	<b>110,000</b>	<b>60,000</b>	<b>38,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>		
<b>All Funds Grand Total</b>							<b>15,558,027</b>	<b>18,118,049</b>	<b>11,548,995</b>	<b>19,547,745</b>	<b>4,339,245</b>	<b>3,141,745</b>	<b>1,682,745</b>		

**City of Homestead**  
**Capital Improvement Projects**  
**FY 05/06 and 06/07 (plus 5 Years)**

LINE #	DEPT.	DIVISION	ACCOUNT NUMBER	PROJECT NAME	TYPE	FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12					
								2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012

FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Electric Fund	3,605,212	1,150,000	650,000	570,000	560,000	565,000	0
(EL) Bonds Fund	3,079,078	0	0	0	0	0	0
General Fund	2,893,093	9,251,804	7,908,250	844,000	518,500	277,000	25,000
Stadium Fund	400,000	1,100,000	0	0	0	0	0
Impact Fees Fund	3,439,500	3,914,500	1,253,000	1,438,000	1,209,000	642,000	0
Internal Fund	17,400	84,000	0	0	0	0	0
Water Fund	461,000	575,000	225,000	175,000	263,000	175,000	175,000
Sewer Fund	325,000	550,000	150,000	15,180,000	450,000	150,000	150,000
Stormwater Fund	100,000	100,000	100,000	100,000	106,000	100,000	100,000
Solid Waste Fund	115,000	110,000	60,000	38,000	30,000	30,000	30,000
<b>GRAND TOTAL</b>	<b>\$14,435,282</b>	<b>\$16,835,304</b>	<b>\$10,346,250</b>	<b>\$18,345,000</b>	<b>\$3,136,500</b>	<b>\$1,939,000</b>	<b>\$480,000</b>

FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12					
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
PTP Fund	872,745	1,032,745	952,745	952,745	952,745	952,745	952,745
Utility Tax Fund	250,000	250,000	250,000	250,000	250,000	250,000	250,000
<b>GRAND TOTAL</b>	<b>\$1,122,745</b>	<b>\$1,282,745</b>	<b>\$1,202,745</b>	<b>\$1,202,745</b>	<b>\$1,202,745</b>	<b>\$1,202,745</b>	<b>\$1,202,745</b>

<b>All Funds Total</b>	<b>\$15,558,027</b>	<b>\$18,118,049</b>	<b>\$11,548,995</b>	<b>\$19,547,745</b>	<b>\$4,339,245</b>	<b>\$3,141,745</b>	<b>\$1,682,745</b>
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**City of Homestead**  
**Capital Improvement Projects**  
**FY 05/06 and 06/07 (plus 5 Years)**

LINE #	DEPT.	DIVISION	ACCOUNT NUMBER	PROJECT NAME	TYPE	FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12						SIX-YEAR TOTAL	
								2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012		
1	EL	Administration	401-1100-531.60-25	Replace Admin Building Roof	CIP	EL F	35,000								
2	EL	Administration	401-1100-531.60-30	Solar-beam Security System	CIP	EL F	84,119								
3	EL	Administration	401-1100-531.60-30	Utility Billing Web/Presentation & Payment (Shared w/W-WW-Sld Wst)	CIP	EL F	35,000								
4	EL	Administration	401-1100-531.60-56	Home Energy Audit Software	CIP	EL F	18,000								
5	EL	Engineering	401-1500-531.60-52	Furniture for new personnel	CIP	EL F	6,000								
6	EL	Engineering	401-1500-531.60-30	Distribution Reclosures	CIP	EL F		20,000	20,000	20,000	20,000				60,000
7	EL	Engineering	401-1500-531.60-30	OCB Replacements	CIP	EL F	20,000	20,000							20,000
8	EL	Engineering	401-1500-531.60-50	Power Analyzer Equipment	CIP	EL F	6,000								
9	EL	Engineering	401-1500-531.60-30	Directional Boring of Dist Lines	CIP	EL F	13,680								
10	EL	Power Plant	476-1100-531.60-20	Storage Buildings	CIP	EL F			80,000						80,000
11	EL	Power Plant	401-2200-531.60-25	Replace Roof Power Plant	CIP	EL F	166,400								
12	EL	Power Plant	401-2200-531.60-54	New Printer for Admin Asst	CIP	EL F	1,500								
13	EL	TD&M	401-3100-531.60-50	Cable Trailer (Replace XX660 & 63)	CIP	EL F	14,900								
14	EL	TD&M	401-3100-531.60-50	Double Reel Trailer (Replace 89609)	CIP	EL F	19,500								
15	EL	TD&M	401-3100-531.60-30	New Overhead Construction	CIP	EL F	200,000	200,000	140,000	140,000	140,000	145,000			765,000
16	EL	TD&M	401-3100-531.60-30	New Underground Construction	CIP	EL F	2,760,000	850,000	350,000	350,000	350,000	350,000			2,250,000
17	EL	TD&M	401-3100-531.60-30	New Street & Security Lights	CIP	EL F	40,000	40,000	40,000	40,000	50,000	50,000			220,000
18	EL	TD&M	401-3100-531.60-30	Surge Protection Program	CIP	EL F	20,000	20,000	20,000	20,000	20,000	20,000			100,000
19	EL	TD&M	401-3100-531.60-50	Defibulators	CIP	EL F	10,000								
20	EL	Sys Ops	401-2300-531.60-50	RTU's & Comm equip for existing Substations	CIP	EL F	60,000								
21	EL	CS	401-4100-519.60-25	Replace Cust Service Roof	CIP	EL F	66,600								
22	EL	CS	401-4100-519.60-50	Finance/Cust Serv Burglar Alarm	CIP	EL F	28,513								
				<b>Electric Fund Total</b>			<b>3,605,212</b>	<b>1,150,000</b>	<b>650,000</b>	<b>570,000</b>	<b>560,000</b>	<b>565,000</b>	<b>0</b>	<b>0</b>	<b>3,495,000</b>
23	EL	TD&M		Construction in Progress	CIP	Bonds	2,642,078								
24	EL	TD&M		Improvement Other Than Building	CIP	Bonds	307,000								
25	EL	TD&M		Equipment	CIP	Bonds	130,000								
				<b>Bonds Fund Total</b>			<b>3,079,078</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
26	CC	City Clerk's Office	001-0400-512.60-54	Fax Machine/Laser Printer/Paper Trimmer	CIP	GF	750								
27	Dev Svcs		001-0500-524.60-56	Software Web Component (Pentamation), GIS, AutoCAD	CIP	GF	30,000	30,000	30,000						60,000
28	Dev Svcs		001-0500-524.60-54	Hrdwr (plasma screens),Printer,Retrieval Sys	CIP	GF	45,000	45,000	45,000						90,000
29	Finance	Finance	001-0700-519.60-54	Desktop Computer	CIP	GF	1,300								
30	Finance	Finance	001-0700-519.60-54	Laser Jet Printer	CIP	GF	850								
31	Finance	Finance	001-0700-519.60-52	Office Furniture	CIP	GF	1,000								
32	CD	CD	001-1002-519.60-30	City Wide Way-finding Signage	CIP	GF	150,000	150,000	25,000	25,000	25,000	25,000	25,000		275,000
33	CD	CD	001-1001-519.60-52	Furniture for new employees	CIP	GF	1,000	10,500							10,500
34	CD	CD	001-1001-519.60-54	Computer for new employees	CIP	GF	500	10,500							10,500
35	Gen Svcs	Admin	001-1400-519.60-90	Roof Replacement (shared w/Parks)	CIP	GF	7,500								
36	Gen Svcs	PCS	001-1410-519.60-25	Asphalt yard & Parking Area	CIP	GF		15,000							15,000
37	Gen Svcs	PCS	001-1410-519.60-25	Re-Roof Administration Building	CIP	GF	17,500								
38	Gen Svcs	PCS	001-1410-519.60-90	Warehouse Exhaust Fan Replacement	CIP	GF	9,500								
39	Gen Svcs	ITS	001-1420-519.60-54	Workstation (pc) Replacement (50 @ 1,500/ea)	CIP	GF	75,000		75,000	75,000	75,000				225,000
40	Gen Svcs	ITS	001-1420-519.60-54	IBM AS/400 Purchase - City Financial System	CIP	GF		12,000							12,000
41	Gen Svcs	ITS	001-1420-519.60-54	Networked Array Storage Hardware	CIP	GF	7,380								
42	Gen Svcs	ITS	001-1420-519.60-54	Install Permanent Computer Projectors	CIP	GF		10,000							10,000
43	Gen Svcs	ITS	001-1420-519.60-54	Ongoing System Hardware Upgrades and Replacement	CIP	GF	16,100								
44	Gen Svcs	ITS	001-1420-519.60-56	Ongoing System Software Upgrades and Replacement	CIP	GF	13,800								
45	Gen Svcs	ITS	001-1420-519.60-54	Network Facilities / Fiber upgrades	CIP	GF		48,000							48,000
46	Gen Svcs	Special Projects	Multiple	Outsource Utility Billing Processes (incl: billing, remittance, web, multi-language)	CIP	GF		373,654	352,000	352,000					1,077,654
47	Gen Svcs	Special Projects	001-1440-519.60-56	Automated Citizen Inquiry System	CIP	GF		20,800							20,800
48	Gen Svcs	Special Projects	001-1440-519.60-56	First Responder Broadcast System (Citizen Broadcast Notification)	CIP	GF	21,800								
49	Gen Svcs	Special Projects	001-1440-519.60-56	Citizen Request/Complaint Tracking System (Replaces CivicTracker software)	CIP	GF		18,500							18,500
50	Gen Svcs	Special Projects	001-1440-519.60-56	Gov Max Strategic Planning Software Subscription (as per City Manager)	CIP	GF	20,000	20,000	20,000						40,000
51	Gen Svcs	Special Projects	001-1440-519.60-90	Kiosk (2) Prototype Project	CIP	GF		33,000							33,000
52	Gen Svcs	Special Projects	001-1440-519.60-90	Finance/Customer Service Burglar Alarm	CIP	GF	28,513								
53	Gen Svcs	Special Projects	001-1440-519.60-90	Security System Upgrade: City-Wide Access Control	CIP	GF			114,000						114,000
54	Gen Svcs	Special Projects	001-1440-519.60-90	Security System Upgrade: Procurement Fencing	CIP	GF	15,000								
55	City Mgr.	CMO	001-1800-519.60-10	New City Hall	CIP	GF	1,800,000	6,752,250	6,752,250						13,500,000
56	City Mgr.	CMO	001-1800-519.60-52	Office Furniture and Equipment	CIP	GF	3,000	3,000							3,000
57	City Mgr.	CMO	001-1800-519.60-54	Computer Hardware	CIP	GF	2,500	2,500							2,500
58	HR		001-2500-513.60-52	Lateral 5 drawer file	CIP	GF	1,000								
59	HR		001-2500-513.60-52	Commercial FAX machine	CIP	GF	1,000								
60	Police	Admin	001-4042-521.60-25	Building Expansion (Approx 6,500 Sq Ft)	CIP	GF		812,500							812,500
61	Police	Admin		Replacement Laptop Computers	CIP	GF			170,000	170,000	170,000	52,000			562,000
62	Police	Admin		Replacement As/400 for HTE System	CIP	GF			125,000						125,000
63	Police	Admin		Replacement Copier for SOS/Upgrade Unif Copier	CIP	GF				15,000					15,000

**City of Homestead**  
**Capital Improvement Projects**  
**FY 05/06 and 06/07 (plus 5 Years)**

LINE #	DEPT.	DIVISION	ACCOUNT NUMBER	PROJECT NAME	TYPE	FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12						SIX-YEAR TOTAL	
								2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012		
64	Police	Uniform	001-4032-521.60-58	Computers & Commu Equip For Replacement Command Post Vehicle	CIP	GF		125,000							125,000
65	PW&S	STREETS	001-5020-541.60-30	Roadways/Asphalt/Swale	CIP	GF	200,000	200,000		200,000	200,000	200,000			1,000,000
66	PW&S	STREETS	001-5020-541.60-50	Utility Golf Cart	CIP	GF	7,500								
67	P&R	Parks	001-6010-572.60-25	New Roof for Parks and Rec Office	CIP	GF	7,500								
68	P&R	Parks	001-6010-572.60-30	Urban Forestry Grant Match	CIP	GF	35,000								
69	P&R	Parks	001-6010-572.60-30	Irrigation on US1 between 304 St and 328 St	CIP	GF	150,000								
70	P&R	Parks	001-6010-572.60-30	Complete installation of irrigation on Campbell Drive	CIP	GF	50,000								
71	P&R	Parks	001-6010-572.60-30	Landscape of Campbell Dr - Krome and 137 Ave	CIP	GF	40,000								
72	P&R	Parks	001-6010-572.60-30	Installation of Landscape of US1 - 304 St and 328 St	CIP	GF	100,000								
73	P&R	Parks	001-6010-572.60-30	Irrigation on Farm Life Road - 312 St and 328 St	CIP	GF		80,000							80,000
74	P&R	Parks	001-6010-572.60-30	Irrigation SW 137th Ave - 312 St and 344 St	CIP	GF		200,000							200,000
75	P&R	Parks	001-6010-572.60-30	Landscape of SW 137 Ave - 312 St and 344 St	CIP	GF		140,000							140,000
76	P&R	Parks	001-6010-572.60-30	Landscape of Farm Life Road - 312 St & 328 St	CIP	GF		80,000							80,000
77	P&R	Parks	001-6010-572.60-50	Mower Attachment for #95250	CIP	GF				7,000					7,000
78	P&R	Parks	001-6010-572.60-50	(2) Turf Trucks with Dump Beds	CIP	GF		8,500							8,500
79	P&R	Parks	001-6010-572.60-50	Hydraulic 72" Bush Hog	CIP	GF		6,500							6,500
80	P&R	Parks	001-6010-572.60-50	(2) Mowers to maintain ballfields @ \$10,800	CIP	GF	21,600	21,600				25,500			47,700
81	P&R	Parks	001-6010-572.60-50	(2) Infield Mowers - Turn in old	CIP	GF		23,000				23,000			46,000
82	P&R	Parks	001-6010-572.60-54	Purchase of POS and camera system for Recware	CIP	GF	6,000								6,000
83	P&R	Parks	001-6010-572.60-54	Purchase of 1 Computer for Parks Office	CIP	GF	1,500								1,500
84	P&R	Parks	001-6010-572.60-54	Purchase of 1 Computer for Sr Center	CIP	GF	1,500								1,500
85	P&R	Rec	001-6020-572.60-52	Furniture	CIP	GF	1,000								1,000
86	P&R	Rec	001-6020-572.60-54	Computer	CIP	GF	1,500								1,500
<b>General Fund Total</b>							<b>2,893,093</b>	<b>9,251,804</b>	<b>7,908,250</b>	<b>844,000</b>	<b>518,500</b>	<b>277,000</b>	<b>25,000</b>	<b>18,824,000</b>	
87	P&R	Stadium	710-6500-572.35-30	Replace Sports Complex Fixtures	CIP	Stadium		1,100,000							1,100,000
88	P&R	Stadium	710-6500-572.60-25	Misc. repairs to Stadium	CIP	Stadium	312,500								312,500
89	P&R	Stadium	710-6500-572.60-25	Roof Replacement at Sports Complex	CIP	Stadium	75,000								75,000
90	P&R	Stadium	710-6500-572.60-25	AC Roof-top package in Minor League Clubhouse	CIP	Stadium	12,500								12,500
<b>Stadium Fund Total</b>							<b>400,000</b>	<b>1,100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100,000</b>	
91	Police	Admin	101-4010-521.31-30	Software Updates & Cellular Card Change for Laptops	CIP	Impact Fees	92,500								92,500
92	Police	Admin	101-4010-521.31-30	Equipment for Officers < \$500 Each	CIP	Impact Fees	55,000								55,000
93	Police	Admin	101-4010-521.33-05	Prof Fees - Architectural / Engineering for Building Epanxion & Related	CIP	Impact Fees	75,000								75,000
94	Police	Admin	101-4010-521.33-30	Consultants for Web/Info Systems Design & Geographic Base Updates	CIP	Impact Fees	45,000								45,000
95	Police	Admin	101-4010-521.60-25	Building Expansion (Approx 6,500 Sq Ft)	CIP	Impact Fees		812,500							812,500
96	Police	Admin	101-4010-521.60-50	Building / Property Room Modifications	CIP	Impact Fees	35,000					50,000			85,000
97	Police	Admin	101-4010-521.60-50	Generator and Electrical Changes for Bldg Expansion	CIP	Impact Fees	125,000								125,000
98	Police	Uniform	101-4010-521.60-50	Uniform Equipment over \$500 per GASB	CIP	Impact Fees	62,600	29,000	31,000	33,000	35,000	37,000			165,600
99	Police	Code Enf	101-4010-521.60-52	Community Policing Station - Furniture/Equip	CIP	Impact Fees	7,500								7,500
100	Police	Admin	101-4010-521.60-54	Computer Hardware	CIP	Impact Fees	85,000	45,000	22,000	50,000	24,000	50,000			191,000
101	Police	Admin	101-4010-521.60-54	Laptops for New Officers & Code Officers (12 Plus 5 Spares for Reserves)	CIP	Impact Fees	90,100								90,100
102	Police	Admin	101-4010-521.60-54	Redundant i5 Sever for Dispatch CAD	CIP	Impact Fees		98,000							98,000
103	Police	Admin	101-4010-521.60-56	HTE Sftware (Redundancy/Msg Switch/Field Reptg - Upg License >100 users)	CIP	Impact Fees	43,000	20,000							63,000
104	Police	Admin	101-4010-521.60-56	Software Upgrades / Additional Licenses	CIP	Impact Fees	85,000	30,000	30,000	30,000	30,000	30,000			150,000
105	Police	Admin	101-4010-521.60-58	Mobile & Handheld Radio Equipment	CIP	Impact Fees	98,000	35,000	25,000	25,000	20,000	25,000			130,000
106	Police	Admin	101-4010-521.60-58	Radio Sys-Expansion/Upgd/Infrastructure Enhancemts/Console Changes	CIP	Impact Fees	235,000	45,000	45,000	50,000	50,000	50,000			240,000
107	Police	Admin	101-4010-521.60-58	Prep Changes Bldg Exp in 06/07 - Relocate Trans/Comm Equipment	CIP	Impact Fees	60,000								60,000
108	P&R		101-6010-572.33-05	Harris Pavilion Restrooms	CIP	Impact Fees	400,000								400,000
109	P&R		101-6010-572.33-05	Audubon Park Upgrade	CIP	Impact Fees	100,000								100,000
110	P&R		101-6010-572.33-05	James Archer Smith Upgrade	CIP	Impact Fees	80,000								80,000
111	P&R		101-6010-572.33-05	Wittkop Park Upgrade	CIP	Impact Fees		200,000							200,000
112	P&R		101-6010-572.33-05	Sr. Center/Musselwhite Expansion	CIP	Impact Fees	810,000								810,000
113	P&R		101-6010-572.60-10	NW Park Development	CIP	Impact Fees			500,000						500,000
114	P&R		101-6010-572.60-10	Acquire and Develop East Community Park	CIP	Impact Fees		1,000,000							1,000,000
115	P&R		101-6010-572.60-10	Acquire and Develop West Community Park	CIP	Impact Fees		1,100,000							1,100,000
116	P&R		101-6010-572.60-10	Renovation of Neighborhood Green Spaces	CIP	Impact Fees		100,000							100,000
117	P&R		101-6010-572.60-10	Develop New East Community Center	CIP	Impact Fees				450,000					450,000
118	P&R		101-6010-572.60-10	Develop New West Community Center	CIP	Impact Fees				450,000					450,000
119	P&R		101-6010-572.60-10	Develop Teen Center/Extreme Sports Complex	CIP	Impact Fees					800,000	400,000			1,200,000
120	P&R		101-6010-572.60-20	YMCA Building Purchase	CIP	Impact Fees	350,000	250,000	250,000	250,000	250,000				1,000,000
121	P&R		101-6010-572.60-30	Upgrades of Tennis Courts at JD Redd Park	CIP	Impact Fees	80,000								80,000
122	P&R		101-6010-572.60-30	Roby George Park Pool Upgrade	CIP	Impact Fees	50,000								50,000
123	P&R		101-6010-572.60-30	Blakey Park Lightning & Upgrade	CIP	Impact Fees		100,000	100,000	100,000					300,000
124	P&R		101-6010-572.60-30	Dick Conley Lights	CIP	Impact Fees			250,000						250,000
125	P&R		101-6010-572.60-30	Little League and HYBL Fields, Roby George Fields	CIP	Impact Fees	100,000								100,000
126	P&R		101-6010-572.60-30	Harris Pavilion Fencing Upgrade	CIP	Impact Fees	50,000								50,000
127	P&R		101-6010-572.60-30	Fencing for Dick Conley Football Field Upgrade	CIP	Impact Fees	18,800								18,800
128	P&R		101-6010-572.60-30	Roby George Park Pool Restrooms Addition	CIP	Impact Fees	50,000								50,000
129	P&R		101-6010-572.60-30	Mistretta Park Upgrade	CIP	Impact Fees	35,000								35,000
130	P&R		101-6010-572.60-30	Regrassing of Harris Field Football Stadium	CIP	Impact Fees	55,000								55,000

**City of Homestead**  
**Capital Improvement Projects**  
**FY 05/06 and 06/07 (plus 5 Years)**

LINE #	DEPT.	DIVISION	ACCOUNT NUMBER	PROJECT NAME	TYPE	FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12						SIX-YEAR TOTAL		
								2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012			
131	P&R		101-6010-572.60-30	Regrassing of Dick Conley Football Field	CIP	Impact Fees	55,000									
132	P&R		101-6010-572.60-50	Mini Park Amenities	CIP	Impact Fees		50,000								50,000
133	P&R		101-6010-572.60-54	Wireless Connection for Senior Center	CIP	Impact Fees	12,000									
<b>Impact Fees Total</b>							<b>3,439,500</b>	<b>3,914,500</b>	<b>1,253,000</b>	<b>1,438,000</b>	<b>1,209,000</b>	<b>642,000</b>	<b>0</b>	<b>8,456,000</b>		
134	PW&S	STREETS	345-5010-541.60-30	Road Construction & Improvements	CIP	PTP	455,727	363,886	712,196	448,646	600,000	600,000	600,000	600,000	3,324,000	
135	PW&S	STREETS	345-5010-541.60-30	Dainage Swale & Sidewalk Rehab & Improvements	CIP	PTP	81,469	73,310	50,000	148,550	162,196	162,196	162,196	162,196	758,000	
136	PW&S	STREETS	345-5010-541.60-40	Asphalt Milling Machine	CIP	PTP	120,000									
137	PW&S	STREETS	345-5010-541.60-40	Wheel Loader	CIP	PTP		125,000							125,000	
138	PW&S	STREETS	345-5010-541.60-40	Track Hoe	CIP	PTP				165,000					165,000	
139	PW&S	STREETS	345-5010-541.60-40	Asphalt Recycling Truck (Pot Holes)	CIP	PTP		200,000							200,000	
140	PW&S	STREETS	345-5010-541.60-40	Low Flow Planer	CIP	PTP	25,000									
141	PW&S	STREETS	345-5010-541.60-40	Dump Truck	CIP	PTP		80,000							80,000	
142	PW&S	STREETS	345-5010-541.60-91	Transit	CIP	PTP	190,549	190,549	190,549	190,549	190,549	190,549	190,549	190,549	1,143,000	
<b>People's Transportation Plan Fund Total</b>							<b>872,745</b>	<b>1,032,745</b>	<b>952,745</b>	<b>952,745</b>	<b>952,745</b>	<b>952,745</b>	<b>952,745</b>	<b>5,796,000</b>		
143	PW&S	STREETS	350-5020-541.60-50	Sidewalk Repair Replacement	CIP	Utility Tax	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000	
<b>Utility Tax Fund</b>							<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,500,000</b>		
144	Gen Svcs	Fleet Mgmt	550-5040-519.60-50	Purchase new hydraulic crimp machine (Aeroquip fittings)	CIP	Internal	3,400									
145	Gen Svcs	Fleet Mgmt	550-5040-519.60-50	Upgrade diagnostic equipment	CIP	Internal	12,000									
146	Gen Svcs	Fleet Mgmt	550-5040-519.60-50	Upgrade service truck tool inventory	CIP	Internal	2,000									
147	Gen Svcs	Fleet Mgmt	550-5040-519.60-50	Replace coolant recycle Station	CIP	Internal		4,000							4,000	
148	Gen Svcs	Fleet Mgmt	550-5040-519.60-40	Replace Emergency Generator	CIP	Internal		80,000							80,000	
<b>Internal Fund Total</b>							<b>17,400</b>	<b>84,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>84,000</b>		
149	PW&S	W ADMIN	431-7100-601.60-54	Map/Plan Copy Machine	CIP	Water	5,000									
150	PW&S	W ADMIN	431-7100-601.60-56	Utility Billing/Web Presentation & Payment	CIP	Water	5,000									
151	PW&S	WD	431-7100-601.60-30	Water Main Upgrade (Impact Fee)	CIP	Water	100,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000		
152	PW&S	WD	431-7100-601.60-30	Connection of TN to Harris (Impact Fee)	CIP	Water	150,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000		
153	PW&S	WD	431-7100-601.60-50	Radio/Comm Equipment (3)	CIP	Water				3,000				3,000		
154	PW&S	WD	431-7100-601.60-50	Pressure Control Valves at Water Tanks	CIP	Water		150,000	50,000					200,000		
155	PW&S	WD	431-7100-601.60-50	Tank Effluent Flow Meter	CIP	Water		150,000						150,000		
156	PW&S	WD	431-7100-601.60-50	Water Correlators/Equipment	CIP	Water				75,000				75,000		
157	PW&S	W TREATMENT	431-7200-601.60-30	New Water Wells (Impact Fee)	CIP	Water	75,000									
158	PW&S	W TREATMENT	431-7200-601.60-30	Water Wells System Upgrade (Impact Fee)	CIP	Water		100,000						100,000		
159	PW&S	W TREATMENT	431-7200-601.60-50	A/C Wttkop Treatment Plant	CIP	Water	10,000									
160	PW&S	W TREATMENT	431-7200-601.60-50	3 Chlorine Hoist	CIP	Water	25,000									
161	PW&S	W TREATMENT	431-7200-620.60-50	Radio/Communication Equipment	CIP	Water	1,000				5,000			5,000		
162	PW&S	W TREATMENT	431-7200-620.60-50	Harris Field / Tennessee Generator	CIP	Water	90,000				5,000			95,000		
<b>Water Fund Total</b>							<b>461,000</b>	<b>575,000</b>	<b>225,000</b>	<b>175,000</b>	<b>263,000</b>	<b>175,000</b>	<b>175,000</b>	<b>1,588,000</b>		
163	PW&S	WW Admin	461-8100-700.60-54	Map/Plan Copy Machine	CIP	Sewer	5,000									
164	PW&S	WW Admin	461-8100-700.60-56	Utility Billing/Web Presentation & Payment	CIP	Sewer	5,000									
165	PW&S	WWC	461-8100-700.60-30	Upgrade Pump Stations	CIP	Sewer	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000		
166	PW&S	WWC	461-8100-700.60-50	Utility Trailer	CIP	Sewer	10,000									
167	PW&S	WW TREATMENT	461-8300-700.60-25	Treatment Plant Insp and PM/Painting	CIP	Sewer	50,000	250,000			250,000			500,000		
168	PW&S	WW TREATMENT	461-8300-700.60-30	Additional Trench	CIP	Sewer		100,000						100,000		
169	PW&S	WW TREATMENT	461-8300-700.60-30	Rebuild/Replace Old Blowers for Digesters	CIP	Sewer	100,000	50,000			50,000			200,000		
170	PW&S	WW TREATMENT	461-8300-700.60-52	Office Beautification	CIP	Sewer	5,000									
171	PW&S	WW TREATMENT	461-8300-700.60-54	Upgrade WWTP Operating Computers	CIP	Sewer				30,000				30,000		
172	PW&S	WW TREATMENT		WWTP Expansion	CIP	Sewer				15,000,000				15,000,000		
<b>Sewer Fund Total</b>							<b>325,000</b>	<b>550,000</b>	<b>150,000</b>	<b>15,180,000</b>	<b>450,000</b>	<b>150,000</b>	<b>150,000</b>	<b>16,630,000</b>		
173	PW&S	STORM	481-5020-541.60-30	Storm drain Upgrade/Installations	CIP	Stormwater	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000		
174	PW&S	STORM	481-5020-541.60-50	Radio/Comm Equipment (6)	CIP	Stormwater					6,000			6,000		
<b>Stormwater Fund Total</b>							<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>106,000</b>	<b>100,000</b>	<b>100,000</b>	<b>606,000</b>		
175	PW&S	SLD WSTE	491-5033-534.60-25	Solid Waste Building Improvements	CIP	Slid Wst		50,000						50,000		
176	PW&S	SLD WSTE	491-5033-534.60-56	Utility Billing/Web Presentation & Payment	CIP	Slid Wst	5,000									
177	PW&S	SLD WSTE	491-5033-534.60-58	Radio/Comm Equipment (Replacing/Purchasing)	CIP	Slid Wst	10,000			8,000				18,000		
178	PW&S	SLD WSTE	491-5033-534.60-58	Roll Off/Dumpsters	CIP	Slid Wst	100,000	60,000	60,000	30,000	30,000	30,000	30,000	240,000		
<b>Solid Waste Fund Total</b>							<b>115,000</b>	<b>110,000</b>	<b>60,000</b>	<b>38,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>298,000</b>		
<b>All Funds Grand Total</b>							<b>15,558,027</b>	<b>18,118,049</b>	<b>11,548,995</b>	<b>19,547,745</b>	<b>4,339,245</b>	<b>3,141,745</b>	<b>1,682,745</b>	<b>58,378,000</b>		

**City of Homestead**  
**Capital Improvement Projects**  
**FY 05/06 and 06/07 (plus 5 Years)**

LINE #	DEPT.	DIVISION	ACCOUNT NUMBER	PROJECT NAME	TYPE	FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12					
								2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012

FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12						SIX-YEAR TOTAL
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	
Electric Fund	3,605,212	1,150,000	650,000	570,000	560,000	565,000	0	3,495,000
(EL) Bonds Fund	3,079,078	0	0	0	0	0	0	0
General Fund	2,893,093	9,251,804	7,908,250	844,000	518,500	277,000	25,000	18,824,000
Stadium Fund	400,000	1,100,000	0	0	0	0	0	1,100,000
Impact Fees Fund	3,439,500	3,914,500	1,253,000	1,438,000	1,209,000	642,000	0	8,456,000
Internal Fund	17,400	84,000	0	0	0	0	0	84,000
Water Fund	461,000	575,000	225,000	175,000	263,000	175,000	175,000	1,588,000
Sewer Fund	325,000	550,000	150,000	15,180,000	450,000	150,000	150,000	16,630,000
Stormwater Fund	100,000	100,000	100,000	100,000	106,000	100,000	100,000	606,000
Solid Waste Fund	115,000	110,000	60,000	38,000	30,000	30,000	30,000	298,000
<b>GRAND TOTAL</b>	<b>\$14,435,282</b>	<b>\$16,835,304</b>	<b>\$10,346,250</b>	<b>\$18,345,000</b>	<b>\$3,136,500</b>	<b>\$1,939,000</b>	<b>\$480,000</b>	<b>\$51,082,000</b>

FUNDING SOURCE	2005-2006	FUTURE COST ESTIMATES 2006/07 - 2011/12						SIX-YEAR TOTAL
		2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	
PTP Fund	872,745	1,032,745	952,745	952,745	952,745	952,745	952,745	5,796,000
Utility Tax Fund	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
<b>GRAND TOTAL</b>	<b>\$1,122,745</b>	<b>\$1,282,745</b>	<b>\$1,202,745</b>	<b>\$1,202,745</b>	<b>\$1,202,745</b>	<b>\$1,202,745</b>	<b>\$1,202,745</b>	<b>\$7,296,000</b>

<b>All Funds Total</b>	<b>\$15,558,027</b>	<b>\$18,118,049</b>	<b>\$11,548,995</b>	<b>\$19,547,745</b>	<b>\$4,339,245</b>	<b>\$3,141,745</b>	<b>\$1,682,745</b>	<b>\$58,378,000</b>
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## *Glossary*

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### **Ad (Property) Valorem Tax**

A local tax levied on the assessed value of real and personal property. The term "Ad Valorem" means "according to the value of."

### **Advisory Committees**

Usually established at the request of the Council, these local government committees deal with issues and problems which are deemed worthy of special consideration and advisement; may be made up of citizens and City Council members; unlike boards and commissions, these committees lack the power to make or administer policy on their own.

### **Annexation**

The process by which an unincorporated area becomes an incorporated part of the City. Regulations governing annexation are established by state statute.

### **Annual Budget**

Annual financial plan of financial operation embodying an estimate of proposed expenditures for a fiscal year and the proposed means of financing them.

### **Appropriation**

A specific amount of money (revenues) authorized by City Council for the purchase of goods and services.

### **Assessed Property Value**

The value set upon real estate or other property by the Dade County Tax Assessor and the State as a basis for levying taxes.

### **Balanced Budget**

A budget in which planned funds available equal planned expenditures.

### **Boards and Commissions**

Local government-appointed citizen groups which are sometimes assigned significant powers of policy-making and/or administration; for example, Planning and Zoning Boards, Code Enforcement Boards, Historic Preservation Commissions or Architectural Review Board.

### **Bond**

A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

### **Bond Covenants**

Agreements made to assure bond holders that sufficient money will be available to pay bonds.

### **Bond Referendum**

An election held to ascertain if the electorate agrees with the issuance of certain bonds (debt incurring instruments) for financing a particular local need or program.

### **Bond Refinancing**

The early repayment of existing bonds with newly issued bonds to obtain more favorable interest rates and/or bond covenants.

### **Budget**

An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which can be spent.

**Capital Budget**

A financial plan that reflects the current budget year expenditures required to implement a city's capital program (construction and public works projects) and the method for financing such projects.

**Capital Equipment**

Equipment with an expected useful life of more than one year such as buildings, motor vehicles, computers and furniture.

**Capital Outlay**

Expenditures which result in the acquisition or addition to fixed assets.

**Charter**

The basic law, or constitution, of the City government issued by the State Legislature and approved by a vote of the citizens.

**City Council**

The governing body of the City of Homestead.

**City Council Member**

A member of the City Council/City Commission, the policy-making body of City government; elected by the voters of Homestead.

**City Manager**

Appointed management official responsible for the overall operation of the City government, under the jurisdiction of the City Council; found only with the Council-City Manager form of government.

**City Planning and Zoning Board**

A group of citizens appointed by the elected City officials to develop and implement plans for their City's future.

**Code**

The current body of ordinances for the City. There are also State, Federal or local codes which must be enforced at the local level, such as building codes.

**Code Enforcement Board**

A citizens' board that is appointed by the elected officials of the City government to hear violations of codes and ordinances that would otherwise be heard by a County Court Judge.

**Codification**

The process of regularly integrating new ordinances into the existing body of City or County government law in a systematic fashion.

**Cost Allocation**

A method used to charge Enterprise Funds and Federal Funds for their share of certain costs.

**Contingency**

An appropriation of funds to cover unforeseen events that occur during the fiscal year.

**Debt Service**

The payment of principal and interest on borrowed funds such as bonds.

**Department**

An organizational unit responsible for carrying out a major governmental function.

**Depreciation**

The decrease in value of physical assets due to use or the passage of time.

**Division**

A further breakdown of a department for specific activities or program within the department.

**Election**

The selection of a person or persons for office by vote; or public vote upon an issue or proposition.

**Encumbrance**

An amount of money committed for the payment of goods and services not yet received.

**Enterprise Fund**

A self supporting fund designed to account for activities supported by user charges; examples are Sewer, Water and Electric funds.

**Expenditure**

The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.

**Fee**

A charge imposed upon users of a particular governmental service (such as a user's fee), upon developers (such as an impact fee) or upon private parties for the right to conduct certain businesses within an area (such as a franchise fee).

**Fines and Forfeitures**

Receipts from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty.

**Fiscal Year**

Any period of 12 consecutive months designated as the budget year. The City of Homestead's budget year begins October 1 and ends September 30, the same as all municipal governments in Florida.

**Fixed Assets**

Assets of a long-term character which are intended to be held or used with a minimum cost of \$100.00 such as land, buildings, machinery, equipment and improvements.

**Franchise Agreement**

An agreement reached between a private business and a government, where the private company is granted an exclusive privilege to provide a service to the citizens served by that government.

**Franchise Fees**

A fee assessed on a business, usually a public utility, in return for giving them the exclusive right to operate inside the City limits. The City of Homestead has granted a franchise for cable television and telephone service.

**Fund**

A set of inter-related accounts to record revenues and expenditures associated with a specific purpose.

**Fund Balance**

The difference between governmental fund assets and liabilities.

**Garbage Collection**

A basic service of City government that involves "on-site" pick-up of garbage and trash (solid waste), transporting it to disposal facilities; one operation of a solid waste refuse system.

**General Election**

An election held on the first Tuesday after the first Monday in November, in the even-numbered years, for the purpose of filling national, state, county and district offices and for voting on constitutional amendments not otherwise provided for by law.

**General Fund**

A fund supported by revenues, such as property taxes, not designated by law for a special purpose. Some of the departments that are part of the General Fund include Police, Administration, Public Works and Recreation.

**General Law**

A legislative act which is intended to have statewide application.

**Home Rule**

Local self-government (self-rule) by the people with limited interference by another level of government, within the parameters of the law.

**Homestead Exemption**

A deduction from the total taxable assessed value of a residence occupied by the owner in the State of Florida. The exemption is \$25,000 for all property owners who qualify.

**Impact Fees**

Fees charged by local governments to developers as a total or partial reimbursement for the cost of providing additional facilities or services needed as a result of new development (e.g., wider roads, new sewers, etc.).

**Incorporation**

The legal act taken when a community adopts a charter and becomes a municipality (in Florida, a city, town or village).

**Interfund Transactions**

Payments from one fund to another fund, primarily for work or services provided.

**Intergovernmental Relations**

The connection or involvement of one or more governments with each other; the relationship possibilities take many forms, with both positive and negative results, and may include an overlap of power or jurisdiction prescribed by law, an agreement to mutually share certain services, a shared taxing source, land issues, one or more intergovernmental committees, a cooperative partnership for a specific project and duplicative services, to name a few examples.

**Intergovernmental Revenue**

Often referred to as "revenue sharing" is revenue collected by one government and shared with other governmental units.

**Interlocal Agreement**

A contract between two governments where one government agrees to provide one or more goods or services to the citizens served by the other government for an established fee.

**Investment Income**

Local government revenues derived from the investment of cash receipts and idle funds.

**Levy**

The imposition of a tax, stated in terms of "millage," by a governmental body authorized by law to impose ad valorem taxes.

**Line Item Budgeting**

A budget development process that uses individual expenditure categories, such as the various types of salaries, fringe benefits, goods, services, and operation and maintenance costs.

**Local Option Tax**

Each County, subject to a referendum, may levy a tax of 1 cent per gallon on fuels which are subject to tax pursuant to Chapter 206.

**Mandate**

A State or Federal law that requires local governments to expand existing, or implement new, programs and services; if no funding is provided to implement the law, it is referred to as an unfunded mandate.

**Mayor**

The presiding officer of City Council, the policy-making body of the City; at one extreme, may be solely a ceremonial figure and, at the other extreme, may be the chief executive of the City, may be elected or appointed.

**Mills/Millage Rate**

The rate of taxation as it applies to ad valorem property taxes; one mill is equivalent to \$1 per \$1,000 of taxable value.

**Miscellaneous Revenue**

Minor local government revenue sources, such as permit fees, non-occupational license fees, rents, royalties, special assessments, the sale of assets and insurance settlements.

**Occupational License Tax**

A tax based on the privilege of engaging in or managing any business, profession or occupation within the jurisdiction of a particular local government.

**Operating Budget**

An annual spending plan that uses projected revenues to fund city government operations for a given fiscal year.

**Operating Expenditures**

All costs associated with the general operation of a given department.

**Ordinance**

A law of a permanent nature passed by a city or county and enforceable within that government's respective boundaries. (Note: Non-charter county government ordinances, which conflict with ordinances of a city within that county, are not effective within the boundaries of that city to the extent of the conflict.)

**Primary Election**

An election held, preceding the general election, for the purpose of nominating a party nominee to be voted for in the general election to fill a national, state, county or district office. The first primary is a nomination or elimination election; the second primary is a nomination election only.

**Privatization**

A contract between a government and a private business, where the private entity agrees to provide one or more government services for an established fee.

**Program Budgeting**

A budget development process where various programs and service alternatives are selected and prioritized in order to fund the total cost of goals established by the city or county officials.

**Property Tax**

A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

**Public Office**

Any federal, state, county, city, school, or other district office or position which is filled by vote of the electors.

**Public Services**

A category of basic city services provided to citizens, which includes transportation and public works, sanitation, solid and liquid waste management, air quality, toxic and hazardous waste disposal, surface water management, parks, public recreational services, libraries, water purification, sewage treatment, cable television, airports, ports, harbors, public cemeteries and golf courses.

**Recall Election**

An election for the purpose of removing a member of the governing body of a city or charter county government.

**Recurring Expense**

Expenses which continue from year to year, where a similar amount can be expected annually. Examples include personnel expenses, and charges for utilities. Non-recurring expenses comprise those that exist only for a limited period, or whose amounts vary considerably from one year to the next. Examples of non-recurring expenses include grants to private organizations or other governments, and one-time expenses for special projects.

**Recurring Revenue**

Revenue sources which continue from year to year, and where a similar amount can be expected annually. Examples include property taxes, utility, taxes and license fees. Non-recurring revenues comprise sources that exist only for a limited period of time, or whose amounts vary considerably from one year to the next. Examples of non-recurring revenue include proceeds from grants and the sale of land.

**Recycling**

Any process by which solid waste is collected, separated, or processed and reused, or returned to use in the form of raw materials or products; includes such items as aluminum cans, glass, newspapers and plastics.

**Reserve for Vacancies**

Anticipated saving resulting from authorized positions being temporarily vacant. Estimated vacancies are subtracted from the amount budgeted for salaries.

**Resolution**

An expression of a local governing body concerning matters of a temporary nature, or a method for the disposition of a particular item of the administrative business of the local governing body.

**Resource Recovery**

Also known as "waste-to-energy," a process where solid waste is burned in incinerators to produce electrical energy.

**Revenue**

Income derived from taxes, fees, and charges. In the broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

**Revised Budget**

The City Council approved budget after mid-year revisions have been made.

**Road Right-of-Way**

The width of property necessary for vehicle access, roadway drainage, sidewalks, bikepaths and safety buffers associated with a transportation corridor; has multiple uses, such as for utilities, transportation drainage and access to property.

**Rolled-back Rate**

The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year excluding taxes from new construction.

**Sales Tax**

A 6.5% tax levied by the State on most goods and services. The City of Homestead currently receives a percentage of the state sales tax collected in Dade County.

**Self-Insurance**

The underwriting of one's own insurance rather than purchasing coverage from a private provider.

**Sewage**

Dirty, used water (wastewater) that is poured down the drain, including dirty dish water, water from the shower or bathtub, or waste from the toilet.

**Solid Waste**

Under Florida law, includes "garbage, refuse, yard trash, clean debris, white goods (large appliances), special wastes, ashes, sludge, or other discarded material, including solid, liquid, semisolid, or containing gaseous material resulting from domestic, industrial, commercial, mining, agricultural, or governmental operations."

**Solid Waste Management**

The process by which solid waste is collected, transported, stored, separated, processed, or disposed of in any other way, according to an orderly, purposeful and planned program.

**Solid Waste Management Act, 1988 Florida**

Significant state legislation affecting the management of solid waste by counties and cities; encourages cooperation of the two local governmental entities in consolidating solid waste management efforts to promote recycling and reduce the amount of solid waste disposed of in landfills and incinerators.

**Special Act**

A legislative act which applies to an area or group which is less than the total area or population of the state.

**Special Election**

An election called for the purpose of voting on a party nominee to fill a vacancy in a national, state, county or district office.

**Strategic Planning**

Development of a plan of action, including specific lobbying steps to take within an established time frame, to achieve a particular goal or goals.

**"Straw-ballot" Referendum**

An election by which local officials may obtain a non-binding expression of public opinion regarding a public issue.

**Tax**

A charge in money imposed by government on individuals, organizations or property to raise revenue to support the operation of government and the provision of services (as contrasted with the definition of "fee").

**TRIM**

The Florida Truth in Millage Act establishes a formal process whereby the ad valorem (property) tax millage is established during the local government budget process. The TRIM process requires a specific method of tax rate calculation, notice (printed form), and advertisement and proceedings for public hearings (Chapter 200, Florida Statutes).

**User Fees**

"Charges for Services"; voluntary payments based on direct, measurable consumption of publicly provided goods and services such as water, wastewater, natural gas, electricity, mass transit, garbage collection, recreation, building inspections and public transportation.

**Utility Tax**

A tax levied by cities on the consumers of various utilities such as electricity, telephone, or gas.

**User Charges**

The payment of a fee for direct receipt of a public service by the party benefiting from the service, such as water and sewer service.

**Zoning**

The division of a city or county into areas (zones) in which the use of the land is restricted by law (zoning ordinances).

## Reader's Guide

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### 12 00 SALARIES AND WAGES

**12 10** Full-time wages: Salaries for employees who are scheduled on a continuing basis and for the standard number of working hours per week (40 hours). Employees in this category typically receive all the rights and benefits as provided for in the Personnel Rules.

**12 20** Part-time wages: Salaries for employees who are scheduled on a continuing basis less than forty hours a week but at least twenty hours. Employees in this category customarily receive all of the rights of regular employment, however, benefits will accrue on a fractional basis (only unless otherwise specified by the Personnel Director). The City Council's wages are budgeted in this line item.

### 14 00 OVERTIME

**14 10** Overtime wages: Wages for hours worked in excess of forty. These wages should be calculated at one and a half times the regular rate of pay.

**14 20** Off duty overtime wages: (for the Police Department) Overtime worked by Police Officers hired by outside agencies who then pay the City for the Police services.

**14 25** Reimbursement - off duty overtime: The reimbursement by outside agencies who hire City Police Officers off duty.

### 15 00 SPECIAL PAY

**15 10** Longevity bonus: A bonus paid once a year in December to employees who have worked for the City for five years or more on December 31. This is not to exceed \$2,500.00 for civilian union members. Police union members' caps vary with rank.

**15 20** Incentive pay: (for the Police Department) Paid monthly to Police Officers who complete additional training and/or earn a college degree from an accredited college or university.

**15 30** Board fees: Stipends paid to members of various City boards such as the Code Enforcement and Planning and Zoning Boards.

**15 51** Uniform cost allowance: Clothing allowance for uniforms purchased for the employee, usually Police Officers.

**15 52** Uniform cleaning allowance: Uniform cleaning allowance for Police Officers only.

**15 53** Auto benefit: Car allowance paid in pre-designated amounts as agreed upon by the City Manager.

**15 54** Meal allowance: Payment to union employees for meals missed while working overtime. Meal allowances are to be paid in accordance with union contract.

- 15 55 Tolls and mileage: A reimbursement payment for tolls when traveling on City business. This is also for mileage reimbursement for employees who have used their own vehicle while on City business.
  - 15 60 Expense Allowance: Council's monthly allowance for expenses.
- 15 80 REIMBURSEMENTS**
- 15 82 Utility reimbursement to General Fund: Payments made from the Utility Fund to the General Fund for administrative services. This is for the Finance Department's use only.
  - 15 84 Interdepartmental labor charges: Payments for services rendered specific to projects. Typically used by the Public Works and Parks and Recreation Departments, the Stadium, and the Water, Sewer and Electric Utilities.
- 18 00 OTHER EMPLOYEE COSTS**
- 18 10 FICA employer contribution: Social security payments made to the Federal government by the City.
  - 18 15 Elected Official's Pension: The estimated cost of the City's contribution to the Elected Official's Pension Fund.
  - 18 20 General employees pension: The estimated cost of the City's contribution to the Employees' Pension Fund.
  - 18 25 Police pension: The estimated cost of the City's contribution to the Police Pension Fund.
  - 18 27 Firefighter's Pension: The estimated cost of the City's contribution to the Firefighter's Pension Fund.
  - 18 30 Life and health insurance: The City's contribution to the various insurance funds for employees' life and health insurance.
  - 18 35 PCS contribution: The City's contribution to the Prescription Card system.
  - 18 40 Worker's compensation: Premiums and benefits paid for worker's compensation coverage.
  - 18 50 Unemployment compensation: Employer contribution to unemployment compensation insurance.
  - 18 60 Deferred Compensation 401A: The estimated cost of the City's contribution to the deferred compensation 401A Plan.
- 20 00 OPERATING TRANSFERS**
- 20 01 Transfer out to General Fund: Payments made to General Fund for a predetermined allocation on expenses.
  - 20 41 Payment in Lieu/Tax:es: Payment by the Enterprise Fund of local property taxes for property owned and used by the Enterprise Fund.

**31 00 SUPPLIES**

- 20 43** Transfer Fees: Fees charged to Enterprise Funds for right to provide services on behalf of all citizens within the City.
- 31 10** Office supplies: Standard materials and supplies used in daily office operations such as staples, paper, pens and pencils, forms, etc.
- 31 20** General departmental supplies: General supplies used in any departmental operations which DON'T include office supplies, safety supplies, equipment, tissues, paper towels, light bulbs, etc.
- 31 30** Special departmental supplies: Supplies related to a specific task such as safety, recreation, computers, auto parts, chemicals, ammunition, grounds, paving, dog food, etc. Each department will define for its own purpose what is to be included in this line item.
- 31 40** Natural gas: Typically used by Power Supply and the Baseball Stadium.
- 31 50** Fuels, lubricants and other oils: Primarily used by the Utilities and Public Works.
- 31 54** Computer Hardware Non-Capital: Computer hardware less than \$500.
- 31 60** Postage and freight: The cost of the postage meter (where applicable), postal charges, overnight express mail, etc.
- 31 70** Hardware/Software: Computer software less than \$500.
- 31 71** Furniture and Equipment: Furniture and equipment less than \$500.
- 31 85** Interdepartmental Materials: Interdepartmental electrical supplies.

**33 00 PROFESSIONAL SERVICES**

- 33 05** Professional services: Fees for services not otherwise defined.
- 33 10** Legal services: Contracted legal council, all outside council, court costs, etc.
- 33 15** Architectural/engineering fees: Architectural and engineering services contracted to outside firms.
- 33 20** Management/consultant fees: Professional services rendered through a contract to supplement City staff in the preparation of management, productivity, and other such studies, additional computer programming, energy brokers, etc.
- 33 30** Contract/outside temp employees' fees: Fees paid to temporary employment agencies for contracted labor such as clerical, janitorial, manual labor, etc. Typically, those

individuals hired by outside employment agencies are hired for periods of less than two weeks. Also included are individuals hired through direct contracts with the City include interns, umpires and referees, instructors, etc.

- 33 31 Over/Short Customer Service: Out of balance costs associated with daily reconciliation of utility deposits.
- 33 33 Bank Service Charges: Bank charges for services.
- 33 34 Credit Card Fees: Cost associated with the processing of credit card payments received at Electric Utilities Customer Service.
- 33 35 Financial Services: Payments for professional services associated with financial reporting.
- 33 52 Claim Payment for Funding: Payments made to the third party administrator of the City's Worker's Compensation for specific claims paid by the administrator.
- 33 53 Insurance Premiums: Payments for insurance coverage.
- 33 58 Judgment/Damages: Payment of insurance claims.
- 33 60 Benefit Payments: Health insurance benefit payments.
- 33 35 Financial services fees: Auditors, bond council, collection agency, etc.
- 33 40 Printing and binding: Outside printing services for bills, licenses, forms, reports, etc. Microfilming services and any binding work is also to be charged here.
- 33 50 Administrative fees: Charges made by brokers, actuaries, paying agents, escrow agents, insurance companies, etc. for administering programs and accounts for the City.
- 34 05 Marketing: Expenses incurred for the purpose of promoting the City and City related activities.
- 34 10 Public relations: Costs associated with promoting and marketing the City. This also includes special police programs, advertising costs, etc.
- 34 11 Donations Made: Donations made to groups on behalf of the City.
- 34 12 Special events: Costs associated with employee awards, the City's holiday party, turkey certificates, fireworks, parades, festivals, etc.
- 34 13 Special Event Grants: Grants awarded by the City's Special Events Committee to non-profit organizations for special events.

## 34 00 OTHER SERVICES

- 34 14** Prisoner meals: Meals for prisoners on work release to the City.
- 34 16** Auto tags and other licenses: The cost of registering and putting licensing on City vehicles. This also includes any State and County permits and licenses.
- 34 18** Sales & Use Taxes: Remittance of sales and use tax to Florida Department of Revenue.
- 34 20** Employee testing: Physical examinations for all new employees and annual physical and psychological testing for the Police; this also includes polygraph charges.
- 34 21** Tuition reimbursement: Amount reimbursed to an employee while earning college credits while employed by the City.
- 34 22** Reserve Officer Training: Costs associated with the training of reserve officers.
- 34 23** Travel and training: The cost of conventions, conferences, training seminars, etc.
- 34 25** Dues/subscriptions/books: Dues to professional organizations; professional magazines and trade journals, etc.
- 34 27** Ads: The cost of all ads for legal, recruiting and other purposes.
- 34 30** Gas and oil charges: For gas and oil dispensed by Fleet Maintenance.
- 34 34** Fleet Equipment Rental Charge: Allocation of expense associated with vehicles purchased under capital lease.
- 34 35** General liability insurance: All insurance carried for the protection of the City such as property, liability and blanket bond insurance.
- 34 40** Rent fees - equipment: Equipment rental fees for items such as beepers, copiers, portable toilets, compressors, postage meters, etc.
- 34 42** Rent fees - uniform: Uniform rental fees.
- 34 44** Rent fees - property: The cost to the City of leasing buildings or property such as railroad easements, etc.
- 34 51** Electricity charges: The cost of electricity; this is an intra-city charge.
- 34 52** Street lights: The cost of providing electricity to the City's street lights.
- 34 53** Water/sewer charges: This is an intra-city charge for water

**34 50 UTILITIES CHARGES**

and sewer.

- 34 54** Garbage charges: The cost of solid waste disposal; an intra-city charge.
  - 34 55** Telephone charges: Local and long distance telephone service.
  - 34 56** Landline Telephone: Charges for City-wide phone system.
  - 34 57** Metro-Dade dump fees: The cost of dumping solid waste in the Metro-Dade landfill.
  - 34 59** WASA sewer bills: The cost of diverting City effluent to the Dade County Water and Sewer Authority.
  - 34 90** Contingency: Funds set aside for unforeseen expenditures. General and Utilities Administration only.
  - 34 91** Mitigated Area: Costs for maintaining mitigated property owned by the City.
  - 34 95** Inventory Over/Short: Expense related to charges in inventory balances due to obsolescence, damage, and reconciliation of account.
- 35 00 REPAIRS AND MAINTENANCE**
- 35 10** Building repairs and maintenance: The costs involved in maintaining and repairing City owned structures. This includes all maintenance contracts (including janitorial services) for buildings, minor electrical and plumbing repairs, etc.
  - 35 20** Auto repairs and maintenance: The costs incurred in repairing and maintaining the City's fleet. This includes not only work performed by the City's Fleet Maintenance Division, but any work performed by outside shops. All work performed on City vehicles is either done by or purchased by the Fleet Maintenance Division.
  - 35 21** I/S Charges Labor: Repair and Maintenance associated with self-insurance claims for labor.
  - 35 22** I/S Charges Parts: Repair and Maintenance associated with self-insurance claims for materials.
  - 35 30** Equipment repairs and maintenance: Maintenance and service contracts and all other non-capital equipment repairs and maintenance both scheduled and unexpected. This includes both office and non-office equipment.
  - 35 40** Grounds repairs and maintenance: Those materials required for the repair and reconstruction of roads, flower beds, irrigation systems, landscaping, paving, etc. This also includes asphalt material, sand, gravel, etc.
  - 35 45** City of Homestead Facility Maintenance: Costs associated

with the use of internal facilities maintenance personnel to repair and maintain city facilities.

**35 50** Other repairs and maintenance: Repairs and maintenance not related to vehicles, buildings, equipment, or grounds. This is typically for use by the TD&M and Power Supply Divisions and is defined by the FERC code.

**35 60** Maintenance contracts and licensing agreements: All equipment maintenance contracts such as copiers, computers, etc. also includes any licensing agreements for computer software.

## **37 00 REIMBURSEMENTS**

**37 02** City Attorney reimbursement: Utilities payment to the General Fund for services of City Attorney office.

**37 03** City Manager reimbursement: Utilities payment to the General Fund for the services of the City Manager's Office.

**37 05** Purchasing reimbursement: Utilities payment to the General Fund for the services of the Purchasing Department.

**37 06** Personnel reimbursement: Utilities payment to the General Fund for the services of the Personnel Department.

**37 07** Finance reimbursement: Utilities payment to the General Fund for the services of the Finance Department.

**37 08** City Council reimbursements

**37 09** City Clerk reimbursements

**37 10** General Administration reimbursements

**37 18** Reimbursement/Rent and Admin. Charges:

**37 41** Contribution in lieu of taxes: Payments made by the Utilities to the General Fund in place of taxes from which they are exempt.

**37 90** Billing cost reimbursement: Solid Waste's payment for billing services by the Customer Service Department.

**37 92** Billings from Customer Service: Expense of the utility for services provided by the Customer Service Department in handling utility billing.

**39 10** Other Services/Inventory Labels and Supply: Costs associated with tagging and monitoring inventory.

## **40 00 PURCHASED POWER**

**40 10** St. Lucie Project: Electrical power purchased from St. Lucie Power Plant.

**40 20** Stanton Tri-City: Electrical power purchased from the Stanton Tri-City Plant.

## 60 00 CAPITAL OUTLAY

- 40 30 Stanton Unit 1: Electrical power purchased from Stanton Unit 1.
- 40 40 FPL: Power purchased from Florida Power and Light.
- 40 50 Progress Energy: Power purchase from Progress Energy.
- 40 90 Other purchased power: Power purchased off the grid from other Utilities.
- 60 01 Construction in Progress: Costs associated with capital construction projects in progress.
- 60 10 Land: The cost of purchasing land by the City and all related costs to the purchase such as legal and surveying fees.
- 60 15 Land improvements: The cost for putting up a new building or improving land such as building parks, paving, demolishing buildings, landscaping to a specific City facility, fencing, irrigation, etc.
- 60 20 Buildings: The acquisition costs for structures used to house property owned by the City.
- 60 25 Building improvements: Capital improvements to City owned buildings such as renovations, additions, etc.
- 60 30 Improvements other than buildings: This includes facilities such as water towers or major capital repairs on equipment.
- 60 35 Parking Facilities: Costs associated with the construction of parking lots.
- 60 40 Automobiles/light trucks/other mobile equipment: The purchase price of automobiles, pick up trucks, vans, small trailers, and other light and mobile equipment.
- 60 45 Heavy trucks and other heavy equipment: Dump and trash trucks, back hoes, tractors, fork lifts, large trailers, Solid Waste vehicles, graders, etc.
- 60 50 Equipment (other than office): This includes items such as push lawn mowers, hedge trimmers, routers, dog carriers, etc.
- 60 52 Office furniture and equipment: Office furniture such as desks, chairs, book shelves, file cabinets, calculators, etc.
- 60 54 Computer hardware: Personal computers, printers, terminals, etc.
- 60 56 Computer software: Cost of computer software over \$500.

- 60 58 Radio/communication equipment: Includes portable and mobile radios, fax machines, etc.
- 60 70 Capital outlay - RR&I: Accumulation of funds for plant and property repair, replacement and improvement.
- 60 90 Other capital outlay (under \$200.00 per item)
- 60 97 Transportation 80% Share:
- 70 00 DEBT SERVICE**
- 70 10 Interfund bond transfer: Transfers made between debt servicing funds as required by ordinance.
- 70 20 Interfund interest transfer: Transfers of interest between funds, as required by ordinance.
- 70 25 Interfund tax transfer: Transfer of specifically identified tax revenues from one fund to another.
- 70 30 Financing payments: Payments made to a bank, other financing or leasing company for money borrowed in order to obtain capital assets.
- 70 40 Principal payments: Principal paid on outstanding bonds.
- 70 50 Interest payments: Interest paid on outstanding bonds.
- 74 00 INTERFUND CHARGES**
- 74 12 Interfund contribution: Utilities operating fund contribution to sinking fund.
- 74 15 Interfund contribution - RR&I: Utilities operating fund contribution to the RR&I fund.
- 74 16 Interfund Contribution-Sewer: Water Utility allocation to Sewer for debt service on bonds issued.
- 74 17 Fund Balance Reserve: Amount represents excess of budgeted reserves over budgeted expenditures.
- 80 00 ALLOWANCES**
- 80 41 Advance to Stadium: General Fund contribution to Stadium.
- 91 00 OPERATING TRANSFERS**
- 91 90 Transfers Out General Fund: Transfers to General Fund for cost allocation.
- 91 91 Electric Utility: Transfer to Electric Utility for operations.
- 91 95 Interfund Transfer-Debt Service: Transfers to debt service funds.