



City of Aventura

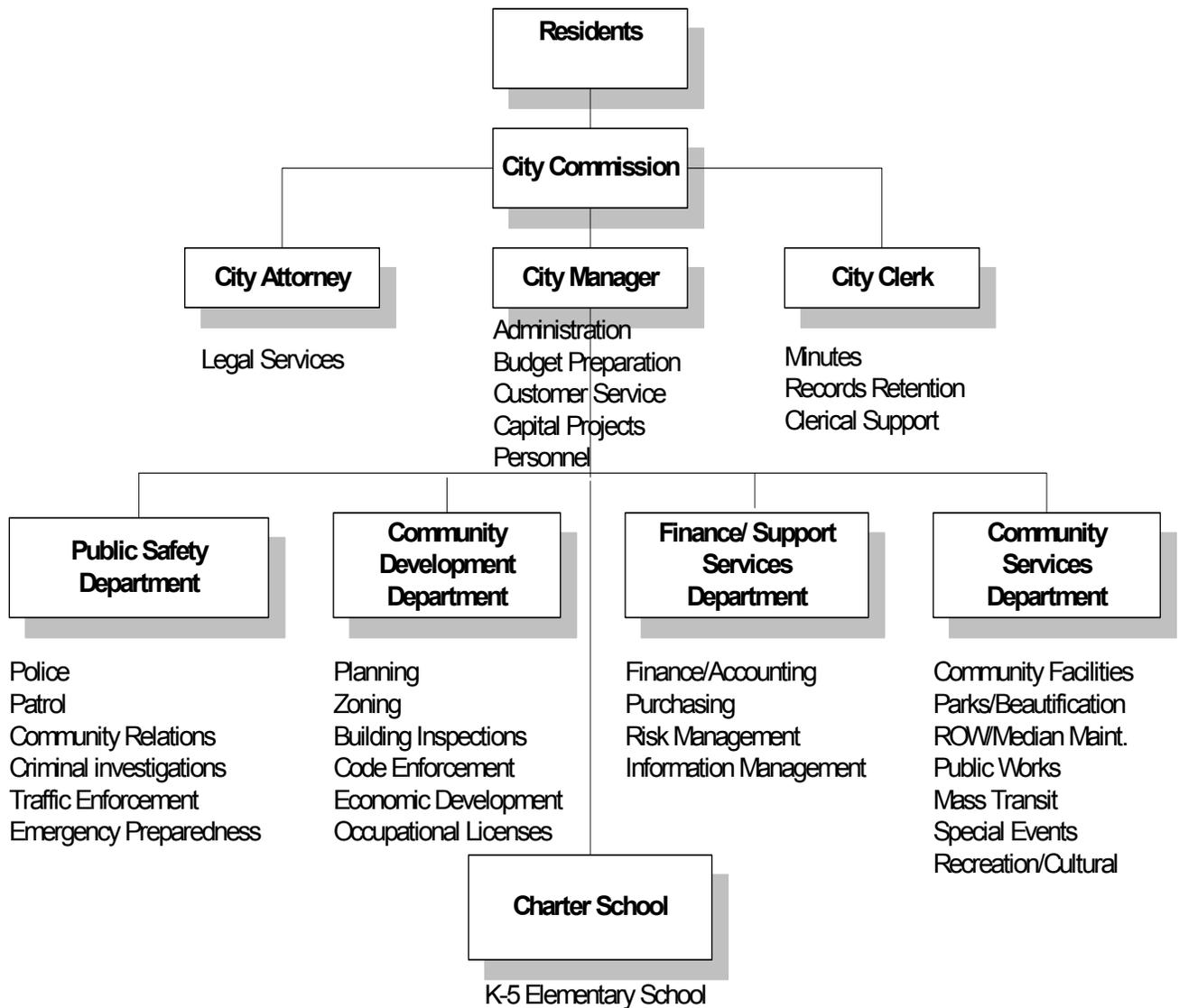
Budget Overview

Fiscal Year 2004/05

Issued by the City Manager's Office



CITY OF AVENTURA



Our Mission Statement

Our mission is to join with our community to make Aventura a city of the highest quality and a city of excellence. We do this by providing **RESPONSIVE, COST EFFECTIVE AND INNOVATIVE** local government services.



This document has been prepared by the City of Aventura to provide important information to the public. This document is a summarized version of the 2004/05 Operating and Capital Budget.

The budget document emphasizes a professional and conservative fiscal approach. It is primarily intended to establish an action, operation, and financial plan for the delivery of City services. This budget continues to build upon the solid foundation created in the past to provide quality municipal services that our residents deserve and expect to fulfill the dream of creating this great City. Importantly, it also serves as an aid to the residents in providing a better understanding of the City's operating and fiscal programs. Notably, it builds a proper reserve fund to facilitate the preservation of our assets and keep taxes low in the future. This government promotes and supports a high quality of life for its citizens, businesses and visitors.

HIGHLIGHTS

- For the ninth year, no property tax increase. Adopts 1995 County UMSA millage rate of 2.2270.
- Provides funding to construct middle school wing of the Charter School scheduled to open in 2005 to serve the growing school age population.
- Funds Phase I of the expanded Waterways Park project, which includes design costs and the relocation of overhead electrical lines to allow construction to take place in 2005 and provide more recreational and open space opportunities in the community.
- Expanded recreational opportunities for all age groups at the community recreation center.
- Continues to provide an expanded Citywide Shuttle Bus Service at no cost to the residents.
- Traffic improvements are addressed from additional street lights and directional sign improvements to the NE 27th Avenue (formerly known as Jack Smith Boulevard) Improvements.
- Proposes to improve traffic management by integrating video monitoring devices at key intersections throughout the City.
- Provides for \$8,008,200 worth of capital improvements and \$9,335,170 CIP reserve. The City's infrastructure needs are addressed through a broad mix of Capital Improvement projects, which will enhance the City's quality of life, and the attractiveness of the City.
- Includes maintenance requirements for the Country Club Drive Jogging Path that consist of paving repairs, water fountain replacement and path beautification.
- Continues Lease Book Program to address improvements to the book collections and business materials at the Northeast branch of the Miami-Dade Library system.

- Continues to implement technology enhancements that develop our “Electronic Government” to allow the public to interact more easily and conveniently with the City and to automate City operations.
- Special Events such as July 4th, Founders Day, Veterans Day, Arbor Day, as well as cultural programs and recreational activities are included.
- Provides resources to address \$354,000 increase in liability and health insurance costs.
- Continues contracting most maintenance functions, engineering and inspection services to the private sector.
- Provides funding for increased costs associated with maintaining newly landscaped areas.
- Funds police equipment needs from laptop computers to new police vehicles in the amount of \$784,000.
- Includes \$640,000 to fund drainage and road improvements on NE 27th Avenue and the installation of the south drainage system connector for the Hospital district.

2004/05 Budget Priorities/Goals

The following represents the pre-established priorities and goals that provided a framework for the preparation of the 2004/05 Budget Plan. In many areas the budget contains resources to address and accomplish the pre-established priorities and goals.

- ✓ Open middle school wing of Charter School for 2005 school year to serve the growing school age population of the City.
- ✓ Increase Police Department services in order to address community and population growth demand requirements.
- ✓ Expand recreational opportunities for all age groups at the community recreation center and other recreational programs.
- ✓ Begin construction on first phase of expanded Waterways Park to provide more recreational and open space opportunities in the community.
- ✓ Improve traffic management by integrating video monitoring devices at key intersections throughout the City.
- ✓ Study the possibility of establishing a City operated E911 system with the Police Communications Center becoming a Public Safety Answering Point.
- ✓ Accept the dedication of the road formerly known as Jack Smith Boulevard and construct sidewalk, drainage, street lighting and road improvements.
- ✓ Provide funding to maintain newly landscaped areas and continue to provide a high quality maintenance program.
- ✓ Continue to implement technology enhancements that develop our “Electronic Government” to allow the public to interact more easily and conveniently with the City and to automate City operations.
- ✓ Implement and fund the City’s Capital Improvement Program.
- ✓ Continue to work with the County and the adjacent property owner to ensure the construction of the Miami Gardens Drive extension.

SIGNIFICANT FACTORS AFFECTING BUDGET PREPARATION

Over the past few years, major capital projects, facilities and beautification projects have been completed at a record setting pace. It is important that this budget along with future budgets contain the necessary level of funding to maintain and protect these assets. The quality of life for our residents and businesses is dependent on preserving what has been

built and continuing to support the high level of services which we provide to the community. The City's economic base continues to be strong, as witnessed by a 18% increase in the tax base. It allows the city to build a proper reserve fund to facilitate the preservation of our assets and keep taxes low in the future. Nationally these are still uncertain economic times. The budget reflects this uncertainty with a conservative approach that limits the number of new positions and continues to outsource services to the private sector. Mirroring national industry trends we will experience increases in both liability and health insurance premiums. In addition the increased cost of fuel for our vehicles has also had an impact on our budget. In spite of these limitations the budget does not contain a tax increase and continues to expand services to the community.

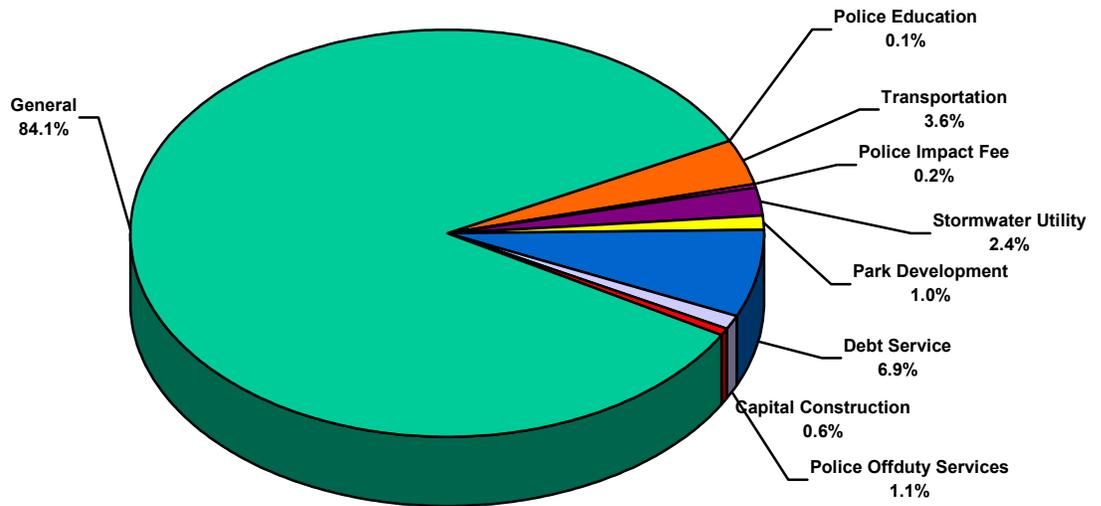
The residents of the City deserve quality municipal services provided in a productive and efficient manner at the lowest possible cost. They also deserve proper justification when a budget is proposed. I believe the budget contained within does all of this. In its short history, the City government has gained a reputation for providing quality services in a professional manner while emphasizing a customer service focus. By privatizing and outsourcing many services the City has stabilized costs and emulated a business like approach. Over the past 8 and a half years, a great deal of progress has been made to accomplish the goals of incorporation and to improve the quality of life for our residents. This budget includes important projects that address more parks and recreational opportunities for our changing younger population and as well important projects to address transportation improvements in terms of facilitating traffic flow in the City.

Summary of All Budgetary Funds

The total proposed budget for 2004/05, including all funds, capital outlay and debt service, is \$39,423,830. This is \$1,802,723 less compared to the prior year. The decrease is attributed to the completion of major capital projects including the Charter Elementary School. Operating expenditures total \$19,362,460. Capital Outlay expenditures total \$17,343,370 and Debt Service expenditures are \$2,718,000. Individual fund budgets are as follows:

FUND	2003/04	2004/05	INCREASE (DECREASE)
General Fund	\$ 34,542,531	\$ 36,195,053	\$ 1,652,522
Police Education Fund	4,390	10,900	6,510
Street Maintenance Fund	1,307,500	1,428,500	121,000
Police Impact Fee Fund	91,000	98,250	7,250
Park Development Fund	400,000	400,000	-
Debt Service Funds	2,716,410	2,718,000	1,590
Capital Construction Funds	4,118,000	250,000	(3,868,000)
Stormwater Utility Fund	965,122	963,002	(2,120)
Police Offduty Services Fund	300,000	415,000	115,000
SUBTOTAL REVENUES	\$ 44,444,953	\$ 42,478,705	\$ (1,966,248)
Interfund Eliminations	(3,218,400)	(3,054,875)	163,525
TOTAL REVENUES	\$ 41,226,553	\$ 39,423,830	(1,802,723)

Fund Summary By Percentage



Category Summary

<u>CATEGORY</u>	<u>PROPOSED AMOUNT</u>	<u>% OF BUDGET</u>
Personal Services	\$11,452,547	29.0%
Contractual Services	4,125,750	10.5%
Other Charges & Services	3,139,119	8.0%
Commodities	447,544	1.1%
Other Operating Expenses	197,500	0.5%
Capital Outlay	17,343,370	44.0%
Debt Service	<u>2,718,000</u>	<u>6.9%</u>
TOTALS	\$ 39,423,830	100.0%

The following chart shows a comparison of the department's budgets for the past two years. Total costs decreased by 4.4%.

Departmental Budget Comparison

	<u>2003/04</u>	<u>2004/05</u>	<u>Increase (Decrease)</u>	<u>% Change</u>
City Commission	\$ 111,393	\$ 111,922	\$ 529	0.5%
Office of the City Manager	610,742	723,835	113,093	18.5%
Finance Support Services	1,099,762	1,166,871	67,109	6.1%
Legal	233,000	238,000	5,000	2.1%
City Clerk	218,719	262,898	44,179	20.2%
Public Safety	8,679,641	9,504,177	824,537	9.5%
Community Development	1,502,551	1,487,464	(15,087)	(1.0%)
Community Services	4,277,816	4,560,454	282,638	6.6%
Non-Departmental	<u>1,049,400</u>	<u>1,306,840</u>	<u>257,440</u>	<u>24.5%</u>
Subtotals	<u>\$17,783,023</u>	<u>\$19,362,460</u>	<u>1,579,437</u>	<u>8.9%</u>
Capital Outlay	11,762,624	8,008,200	(3,754,424)	(31.9%)
CIP Reserve	8,964,496	9,335,170	370,674	4.1%
Debt Service	<u>2,716,410</u>	<u>2,718,000</u>	<u>1,590</u>	<u>0.1%</u>
Totals	<u>\$41,226,553</u>	<u>\$39,423,830</u>	<u>\$(1,802,723)</u>	<u>(4.4%)</u>

The total number of employees is 162 compared to 161 in 2003/04 fiscal year. Each year the administration evaluates the service levels and workforce requirements. This year this process produced a reorganization of the personnel function from the Finance Support Services Department to the Office of the City Manager. This resulted in the reduction of one full time position. The risk management function was also reassigned within the Finance Support Services Department which resulted in a cost savings. In addition, the Building Director's hours was reduced which resulted in a cost savings without effecting service to the community.

Personal Services expenditures increased by 7.2%. A major impact is attributed to increased health insurance costs (\$138,000) and increased pension contributions (\$116,000).

Position additions are as follows:

- **Public Safety Department** - Added 1 police officer and 1 detective position and reclassified two positions from Police Officer to Sergeant to address community growth. A total of 110 positions are included. Of that number, 76 are sworn officers. The department provides a full range of services including criminal investigations, preventive patrol, bike patrol, crime prevention, traffic enforcement and dispatch functions.

Expansion of Services

The budget includes funds to expand City provided services as follows:

- **Security and Safety of Residents - Police Services** - Added 1 police officer and 1 detective position and reclassified two positions from Police Officer to Sergeant to address community growth. Additional cost -\$124,866.
- **Maintain Newly Landscaped Areas and Veterans Park at a High Standard.** Additional cost - \$150,000.

Capital Outlay

This budget incorporates projects included in the first year of City's five year Capital Improvement Program for 2004 - 2009. The CIP defines a long term plan of proposed capital expenditures to address infrastructure needs and the maintenance of a desirable high quality of life. A total of \$5,989,950 has been budgeted in the General Fund for Capital Outlay projects along with a \$9,216,543 reserve to fund future projects.

Major capital outlay items, which are included in the General fund, are as follows:

• Middle School Wing	\$4,100,000	• Jogging Path Improvements	84,000
• Police Vehicles	357,800	• Traffic Video Monitoring Program	54,700
• Computer Equipment	400,350	• Vehicles & Equipment	65,000
• Beautification Projects	282,000	• Waterways Park improvements	47,000
• Lighting Improvements	165,000	• Community Center improvements	21,200
• Radio Purchase & Replacement	155,000	• Aventura Founders Park Improve.	39,250

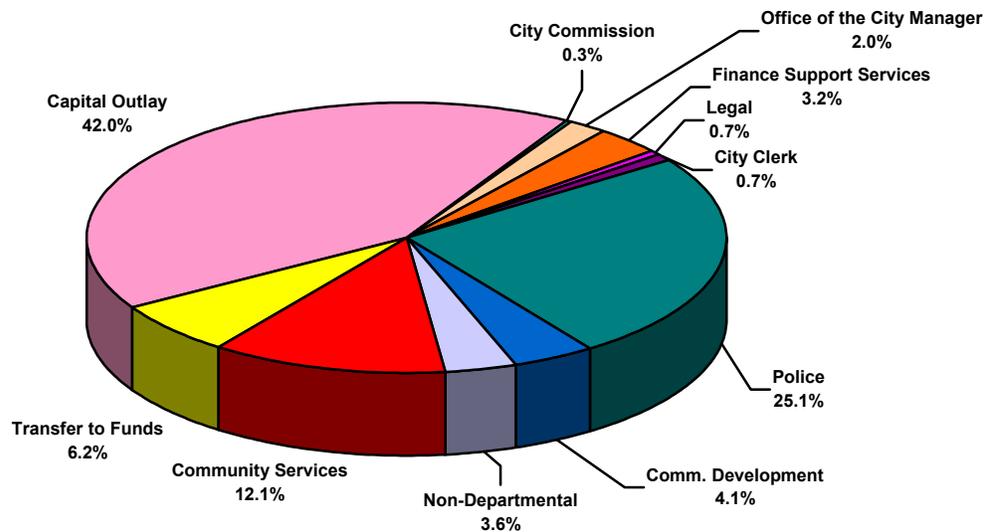
Capital Outlay expenditures included in other funds are as follows:

Transportation and Street Maintenance Expenditures	\$630,000
Police Impact Fees	98,250
Park Development Impact Fees	400,000
Capital Construction	250,000
Stormwater Utility	758,627

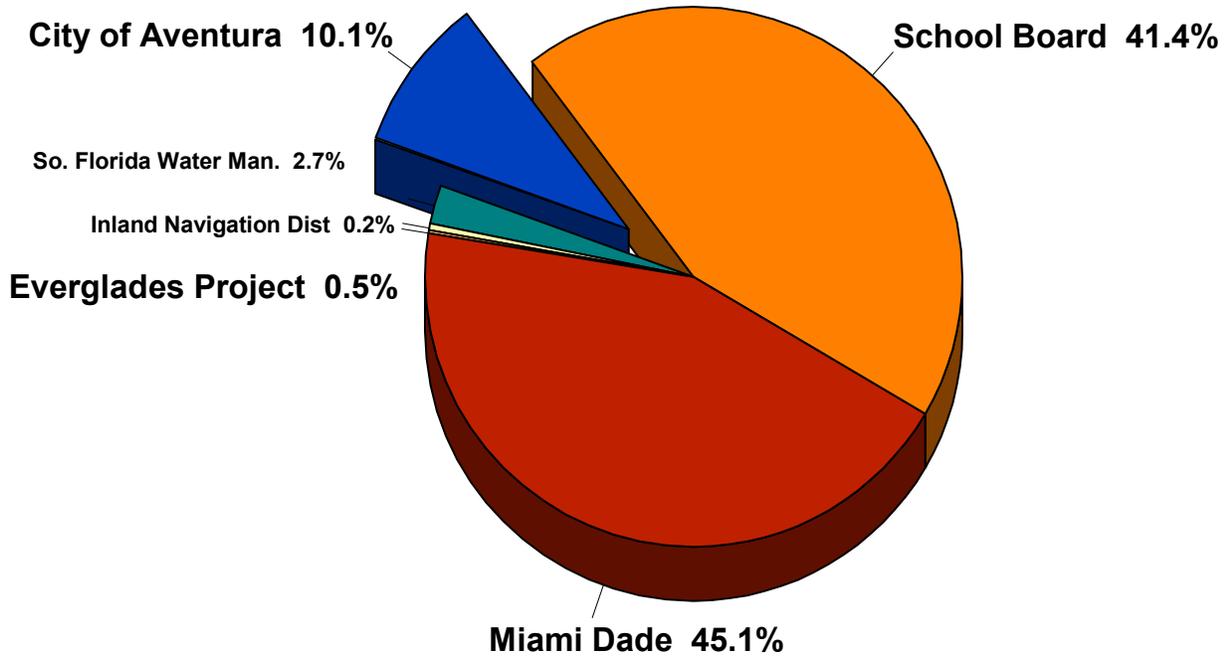
SUMMARY OF EXPENDITURES BY DEPARTMENT

GENERAL FUND

	<u>2003/04</u>	<u>2004/05</u>	Increase (Decrease)	<u>%Change</u>
<u>GENERAL GOVERNMENT</u>				
City Commission	\$111,393	\$ 111,922	\$ 529	0.5%
Office of the City Manager	610,742	723,835	113,093	18.5%
Finance Support Services	1,099,762	1,166,871	67,100	6.1%
Legal	233,000	238,000	5,000	2.1%
City Clerk	<u>218,719</u>	<u>262,898</u>	<u>44,179</u>	<u>20.25</u>
Total Gen. Gov't	\$2,273,616	\$2,503,524	\$229,908	10.1%
<u>PUBLIC SAFETY</u>				
Police	\$8,375,250	\$9,078,277	703,027	8.4%
Comm. Development	<u>1,502,551</u>	<u>1,487,464</u>	<u>(15,087)</u>	<u>(1.0%)</u>
Total Public Safety	\$9,877,801	\$10,565,741	687,940	7.0%
<u>COMMUNITY SERVICES</u>				
Total Community Services	\$4,083,816	\$4,366,454	282,638	6.9%
<u>OTHER NON-DEPARTMENTAL</u>				
Non-Departmental	\$1,049,400	\$1,306,840	257,440	24.5%
Transfer to Funds	2,248,886	2,246,000	(2,886)	(-0.1%)
Capital Outlay	<u>15,009,012</u>	<u>15,206,493</u>	<u>197,481</u>	<u>1.3%</u>
Total other Non-Dept.	\$18,307,298	\$18,759,333	452,035	2.5%
TOTAL	\$34,542,531	\$36,195,053	\$1,652,522	4.8%



Where Your Tax Dollars Go



**CITY OF AVENTURA
CITY COMMISSION**

**Mayor Jeffrey M. Perlow
Commissioner Zev Auerbach
Commissioner Jay R. Beskin
Commissioner Bob Diamond
Commissioner Ken Cohen
Commissioner Manny Grossman
Commissioner Harry Holzberg**

**CITY MANAGER
Eric M. Soroka**

DEPARTMENT DIRECTORS
Weiss Serota Helfman Pastoriza & Guedes, P.A., City Attorney
Harry M. Kilgore, Finance Support Services
Robert M. Sherman, Community Services
Teresa M. Soroka, City Clerk, CMC
Thomas Ribel, Police Chief
Joanne Carr, Planning Director
Mariano Fernandez, Building Director/Official
Dr. Katherine Bray Murphy, Charter School Principal

