

City of Opa-locka, Florida

FISCAL YEAR 2015-2016



Joseph Kelly
Commissioner



Myra Taylor
Mayor



Timothy Holmes
Vice Mayor



Terence Pinder
Commissioner



Luis Santiago
Commissioner

Roy "Steve" Stephen Shiver, Jr.
City Manager

Joanna Flores
City Clerk

Vince Brown
City Attorney

Faye Douglas
Budget Administrator

Budget Cover provided by Christine Gordon, Media Coordinator
Budget Preparation Assistance provided by Giovanni Stephenson, College Intern, Florida Atlantic University



Roy “Steve” Shiver, Jr.
City Manager

September 23, 2015

Honorable Mayor and members of the City Commission:

I am pleased to present to you the Operating Budget for all city departments and ancillary funds for fiscal year FY 2015-2016. As you know, the Great City of Opa-Locka has faced significant decreases in revenue over the past several years stemming from the national real estate debacle. Over the past several weeks, I and staff have worked diligently with the assistance of outside consultants, to ensure the accuracy and integrity of the data and information presented for your review and consideration. As a result of our analysis, I am recommending several changes that are departures from the “business as usual” approach taken by previous administrations. Given the current state of our organization and the impending financial crisis, we find ourselves facing recommendations that are truly difficult. Rest assured that we have looked at every option available to us and the recommend budget represents a solution derived from countless hours of work and due diligence from all involved.

The recommendations contained herein are a result of numerous discussions with our Mayor and Commission, two workshops held within the past few weeks and the previous input communicated via commission meetings, town hall meetings with city residents and consultations with department directors. Our citizens will also provide their input throughout the public hearing process and, as specified in Florida Statutes.

The City continues to experience a slow rebound from the National Recession. Last year property values modestly increased from \$660 million to \$661 million which was a .02% increase. This year property values increased to \$704 million which improved by 6.43%. We will continue to see an increase in property values with new commercial, retail, industrial and residential developments brought on by our continued improvements made through our capital improvement project program. Over the next few months, I will propose the development of a renewed 3 and 5 year business plan for our great city to provide comprehensive and meaningful improvements to the quality of life of our residents, the economic environment for our businesses and the beautification of our community for those that have and will continue to visit.

A critical part of this plan will include a renewed focus on our organization. We will work together to provide a safe and productive environment for our employees to flourish. Investing in our “team” through education and certification programs will only strengthen our core and surely provide for long term viability. It is equally important that we look at public facilities and our equipment necessary in the performance of our expected services to improve efficiency and ensure that our customers have the best possible interaction with our City. While I understand that the recommendations and ultimate decisions that we face are challenging, I am forever the optimist and will strive to implement these changes as compassionately as possible. I truly believe in my staff as presented and upon adoption of our FY 2015-2016 budget, we all will continue the hard work and dedication that I have experienced with them over the past few weeks.

While I realize that there have been previous studies and plans done for the City of Opa-Locka, it is my hope that we will use this information to develop not only a Capital Improvement Plan that will correlate with the desires of our stakeholders, but also that we take a renewed look at our strategic plan. Many of our resources and opportunities have changed and often, with that change comes a shift in priorities.

Our strategic plan outlines three basic categories which will be critical areas of investment in our future.

1. Economic Development
2. Community Development
3. City Leadership & Management.

Since the strategic plan was first adopted by the City Commission in the summer of 2013, I recommend that we work through the next few months to update and/or renew this plan together with a focus on using our more efficient organization to reach unprecedented levels of success for the Great City of Opa-Locka. Some of the more notable observations and interests are;

Economic Development

- Aggressively embarking on a citywide Infrastructure Improvement Plan utilizing a \$40 million low interest loan from the State Revolving Loan Fund. The first project, Cairo Land and NW 127th Street was approved by the City Commission and awarded to a design/build contractor. It is currently in the design/permitting phase and preliminary construction has begun. The second project, Zones 1 & 2, has completed the procurement process and is awaiting City Commission approval. It is my goal to have a significant amount of infrastructure projects underway within the first half of our fiscal year and doing so with the utmost in transparency for all of our procurement processes.
- I have committed resources within our Community Development Department to aggressively move forward with the City’s efforts toward annexation. I am considering recommending a greater portion of the unincorporated area south of the City be included in the current application before Miami-Dade County and will have more information for your consideration in the first quarter of our fiscal year.
- After close to ten years of renting office space, the City completed the purchase of Towne Center a 4-story, 82,000 square foot office building in the downtown area. The City is using

less than 40% of the building for administrative offices and functions. The remaining 60% is for tenant leasing. Since acquisition, we have been working to stabilize tenant/landlord relationships with a focus on maximizing the rental income for the City and its taxpayers. With strict adherence to market conditions and the lack of quality office space within the City, the rental income once stabilized should be sufficient enough to maintain and manage the building and, once fully occupied, have the ability to completely cover the debt service associated with the property.

Community Development

- Phase II of the Historic City Hall renovations is underway and scheduled to be completed by December 2015.
- The City's efforts towards establishing an Urgent Care Center within the City is nearing completion. The city successfully negotiated a lease agreement with Miami Dade County and Jackson Health System for the use of an under-utilized medical facility located in the City. The City will lease this property to a medical group capable of establishing a turn-key Health and Wellness Center at the property. In accordance with proper procurement practices, we will be bringing forward a recommendation for a Request for Proposal (RFQ) to ensure the selection process for an operator/partner will be transparent and provide the best in quality care for our community.

City Leadership & Management

- It is essential that we continue to invest in our employees or "team" and our recommended budget will continue to provide training for professional and trade development.
- We have continued the employee development and training sessions with over 20 courses held this year and over 400 participants in those courses. We have also implemented safety courses moderated by the Florida League of Cities with over 40 courses held this year and over 600 participants in those courses.
- We have continued the employee of the month program via the STAR of Excellence award that recognizes two employees each month for outstanding performance.
- In short order, we must begin the development of our legislative package for work to be done at the local state and federal levels. As common in most jurisdictions, I propose to meet with Mayor & Commission and then a community workshop to set our legislative agenda. This will allow us to focus our efforts and ensure we maximize our potential opportunities. As an example, State Senator Oscar Braynon recently presented the City with a check in the amount of \$1.35 million for infrastructure improvement projects. With a focused effort at all levels, I am confident that we will be able to realize more success.

As you are aware, we began this budget process with a \$912,145 million budget gap.

The gap increased by almost \$1 million due to the following:

- A mandated effort to return all salaries to their original position. Two months ago, in an effort to reduce costs, all salaries were reduced. Reinstating all salaries will not only be fair to employees that have dedicated their service to the City of Opa-locka for many years, but will also go a long way to improve the morale of employees throughout the City. In the General Fund, the cost to reinstate salaries was \$307,000.
- Providing for the Police Officer step increase as required in the PBA union agreement. This was a cost of \$130,000.
- A fleet maintenance contract that will provide superior and up to date service of the City's fleet that will include preventative maintenance and records management. This is estimated at \$250,000
- The purchase of 30 vehicles for the police department.

All department heads participated in several spirited meetings and provided input that allowed the City to balance the budget. Balancing the budget includes the following:

1. A reduction in personnel expenses of over \$1 million. This includes savings of \$164,000 in the City's health insurance and the elimination of 33 positions (21 filled and 12 vacant). This will reduce the City's personnel count to 176. This is a 22% reduction from the City's count of 225 from three months ago.
2. Increasing revenue by approximately \$600,000. This increase includes Red Light camera revenue (\$230,000), continued sale of surplus property (\$120,000), sale of police vehicles (\$63,000), and rental income from the non-profits use of Sherbondy Village (\$18,000).
3. Reduction of operating expenses of approximately \$400,000. Reductions include elimination of Department of Correction contract for inmate services, revamping the security services at the Public Works Department, and the reduction of Police Department vehicle rentals to one vehicle for the use of the Intelligence and Narcotics officer.

Over the coming months we will finalize negotiations with the City's two unions, explore new revenue opportunities (i.e. digital billboards on City properties), vigorously monitor the City's revenues and expenses and aggressively collect monies due to the City.

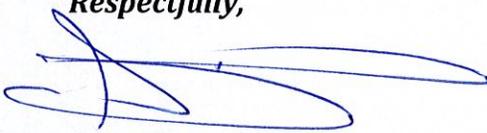
As an organization, we are committed to excellence in every aspect of our operation and interaction with our customers, residents, businesses and visitors alike. We are committed to utilizing every tool possible to improve efficiency and to operate within our budget levels without continued borrowing. Reduction in staff positions and benefits are not popular, but are truly the only way we will successfully be able to balance FY 2015-2016 and to ensure we begin the long and challenging journey to financial security for the future of our great city.

Our budget, collectively derived from our staff and my guidance, is the beginning to fiscal responsibility for the City of Opa-locka. As the elected body, Mayor and Commission have the difficult challenge of adopting a budget that truly reflects the needs and wants of our residents and at the same time meet the challenges of limited resources. You must weigh the cost of government against the need for critical

services that our customers depend upon to ensure a higher quality of life, an economically vibrant economy and a community for which long term sustainability is an option.

Considering the numerous challenges that presented themselves during this budget process, it would not have been possible to formulate a complete, thoughtful, and realistic budget without a dedicated team effort. On behalf of the many City employees who participated in this budget process, I extend thanks to the Mayor and members of the City Commission for the many hours dedicated to overseeing the City's well-being. It is a pleasure to present you the following budget for FY 2015-2016 and I look forward to working with each of you and our team of employees and community to make it happen.

Respectfully,



Steve Shiver
City Manager

ORGANIZATIONAL CHART

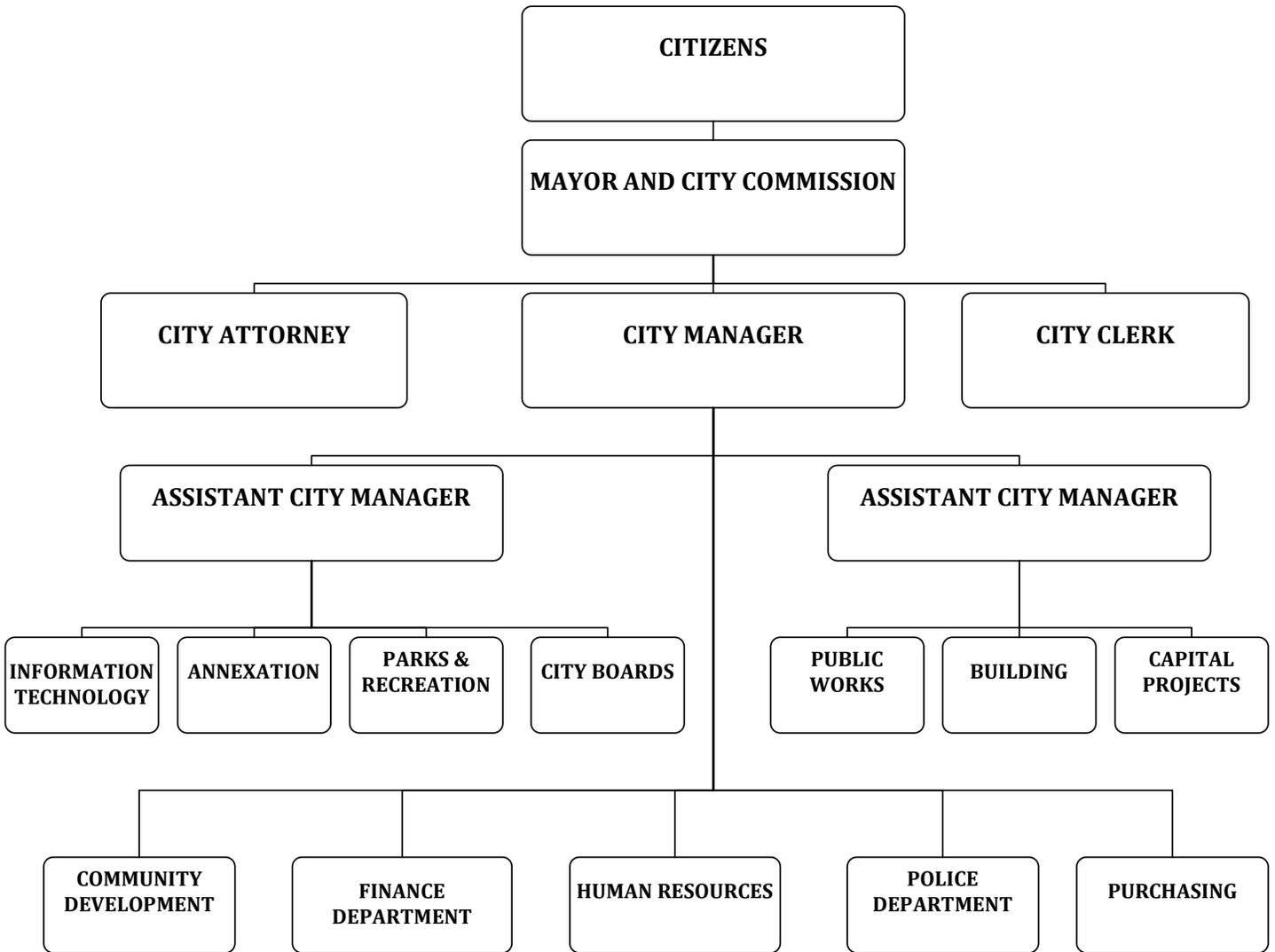


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Community Profile

The City of Opa-locka, Florida (the "City") was founded in 1925 by Glen H. Curtiss, a pioneer aviator, airplane manufacturer and real estate developer, who in the early 1920's developed the cities of Hialeah and Miami Springs. The name Opa-locka, derived from the Seminole Indian word Opatishawockalocka, meaning "big island covered with many trees in the swamp" is located in the northwest area of Miami-Dade County. The City is envisioned by many as the Baghdad of Miami-Dade County. The city was incorporated in 1926.

The entire city was developed with an Arabian theme which was carried throughout all phases of the city's development, including streets named Aladdin, Sharazad, Sesame, Caliph, Ali Baba and Sinbad. Opa-locka's Moorish architecture is more of a design theme than a specific style. Architect Bernard E. Mueller collaborated upon the design of the City with planner Clinton McKenzie. Mueller's designs for the buildings were inspired by the book, The 1001 Tales of the Arabian Nights, from whose stories he created an elaborate architectural motif of domes, minarets and arches. Significantly, City Hall, the first major structure, was inspired from a description of the palace of Emperor Kosroushah in "The Talking Bird", from The 1001 Tales of the Arabian Nights. The mosque-like building, with its domes, minarets and arches, provides distinctive advertising for the City.

Opa-locka is primarily a residential community, 4.5 square miles in size, and assumes an irregular shape and has the following boundaries: N.W. 151 Street on the north; N.W. 135 Street, N.W. 127 Street and N.W. 119 Street on the south; N. W. 17 Avenue, N.W. 27 Avenue and N.W. 37 Avenue on the east and N.W. 47 Avenue on the west.

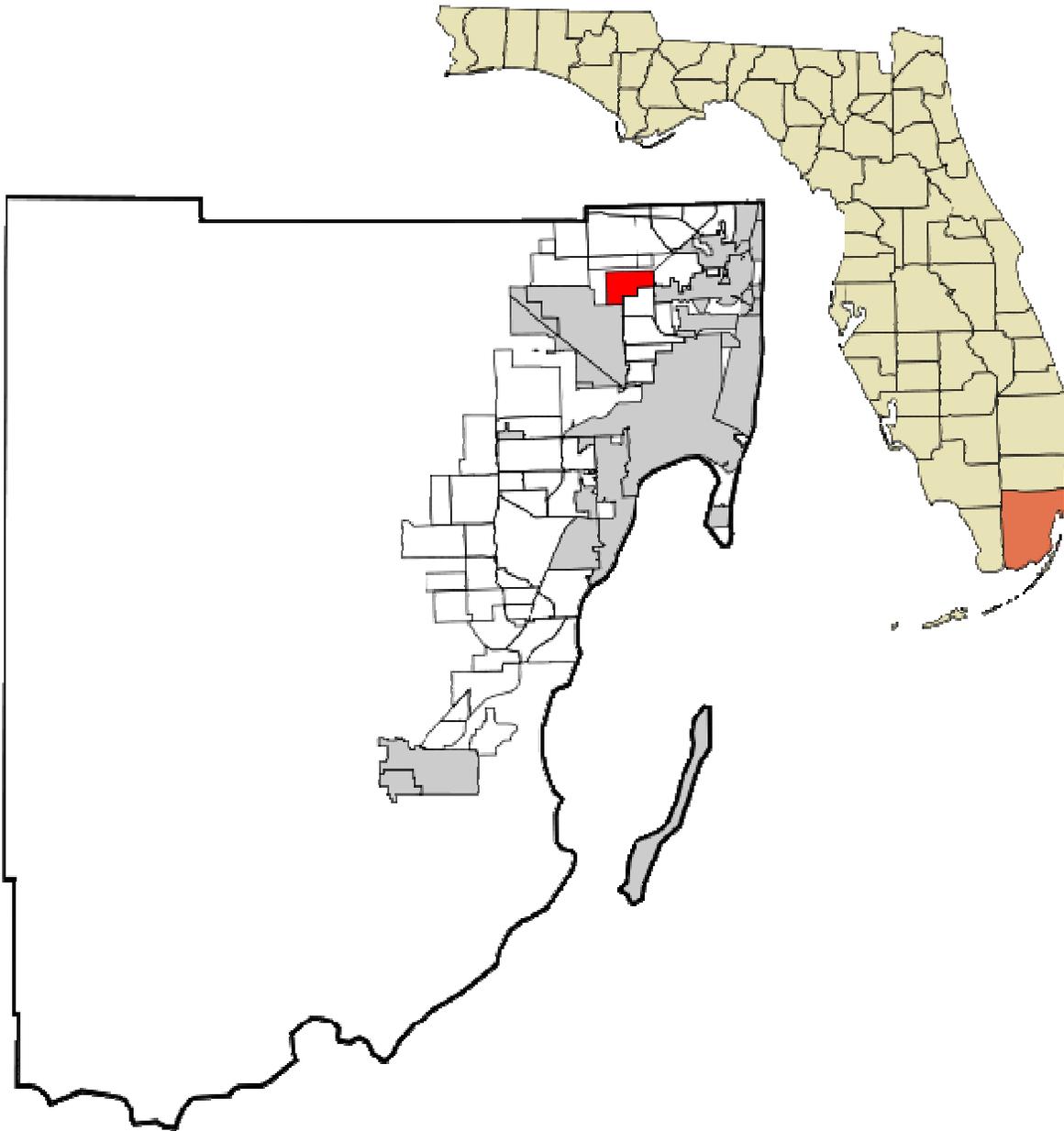
A commission-manager form of government governs the City. The City Commission is comprised of five members; the mayor, vice-mayor, and three commissioners. The city manager, city attorney, and city clerk are appointed by the commission. Collectively, the appointed officials are responsible for all administrative aspects of the government, with most of the administrative and operational functions falling under the purview of the city manager.

Opa-locka is a progressive city with approximately 200 employees. The City owns and operates three utilities: a water distribution system with customers in the City and adjacent areas, a sewer collection system and a storm water drainage utility serving customers exclusively within the corporate limits. A local franchised contractor handles residential and commercial waste. The City contracts with Miami-Dade County for recycling services. The City provides its own police service. Fire and ambulatory services are provided by Miami-Dade County.

The area's population is relatively young, energetic and willing to assume its place in the labor force. The median family income within the corporate City limits is \$19,631 and vigorous efforts are being made to attract higher paying jobs to the area.

The Opa-locka Airport, which is excluded from the reporting entity, is located within the geographic boundaries of the City on land owned by the federal government. The airport is managed by Miami-Dade County, Florida (the "County") through an agreement with the federal government. Therefore, the airport does not form part of the budget process.

Location of City of Opa-locka, Florida



Miscellaneous Statistics

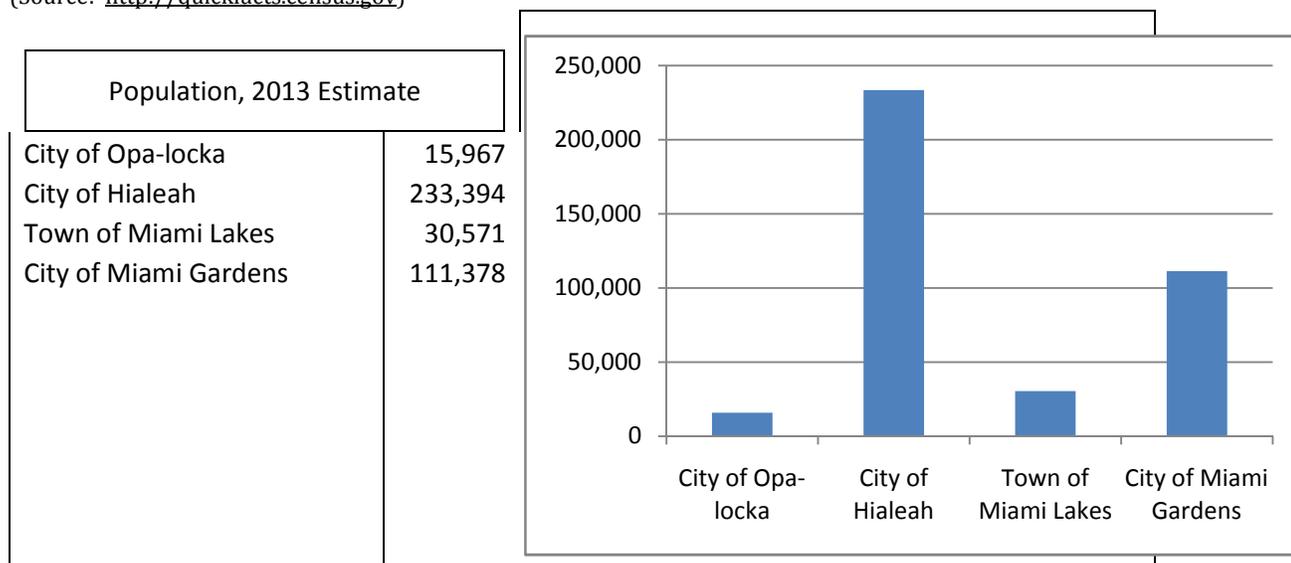
Year of incorporation: 1926

City Hall address: 3400 NW 135th Street, Bldg B
Opa-locka, FL 33054

Form of government: Commission/Manager

Demographic Information:

(Source: <http://quickfacts.census.gov>)



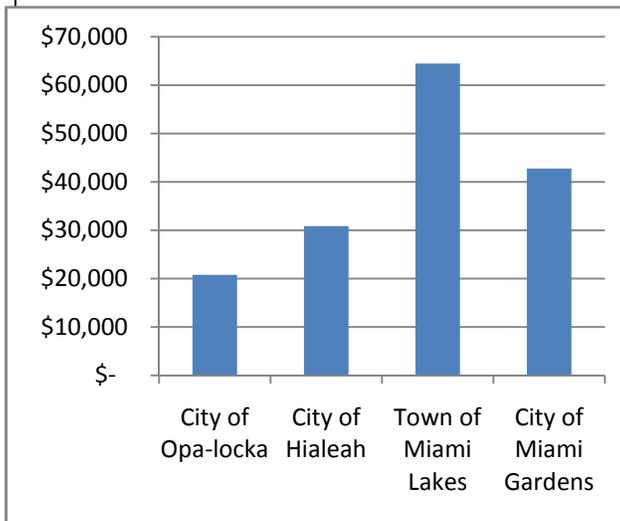
| Race% (2010) | City of Opa-locka | City of Hialeah | Town of Miami Lakes | City of Miami Gardens |
|--|-------------------|-----------------|---------------------|-----------------------|
| White (a) | 27.7% | 92.6% | 91.7% | 18.3% |
| \Black (a) | 65.8% | 2.7% | 3.3% | 76.3% |
| Hispanic (b) | 35.3% | 94.7% | 81.1% | 22.0% |
| American Indian & Alaskan Native (a) | 0.2% | 0.1% | 0.1% | 0.2% |
| Asian (a) | 0.2% | 0.4% | 1.5% | 0.6% |
| Hawaiian or Other Pacific Islander (a) | 0.2% | - | - | - |
| Two or More Races | 2.1% | 1.6% | 1.6% | 2.2% |
| White, not Hispanic | 2.1% | 4.2% | 14.4% | 2.6% |

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also included in applicable race categories.

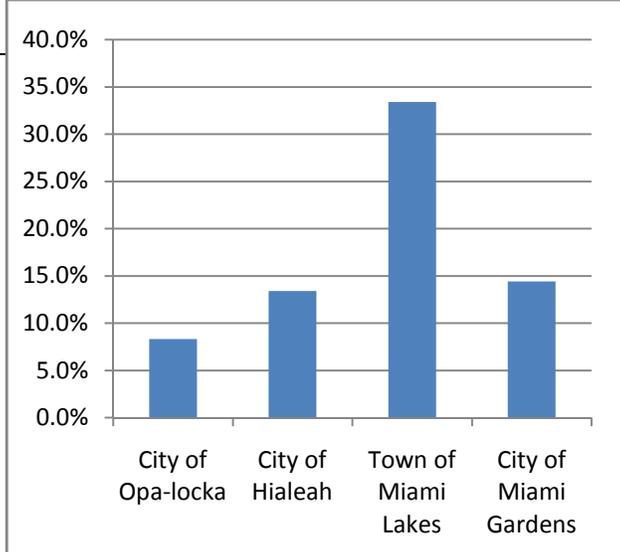
Median Household Income, 2008-2012

| | | |
|-----------------------|----|--------|
| City of Opa-locka | \$ | 20,757 |
| City of Hialeah | \$ | 30,883 |
| Town of Miami Lakes | \$ | 64,497 |
| City of Miami Gardens | \$ | 42,742 |



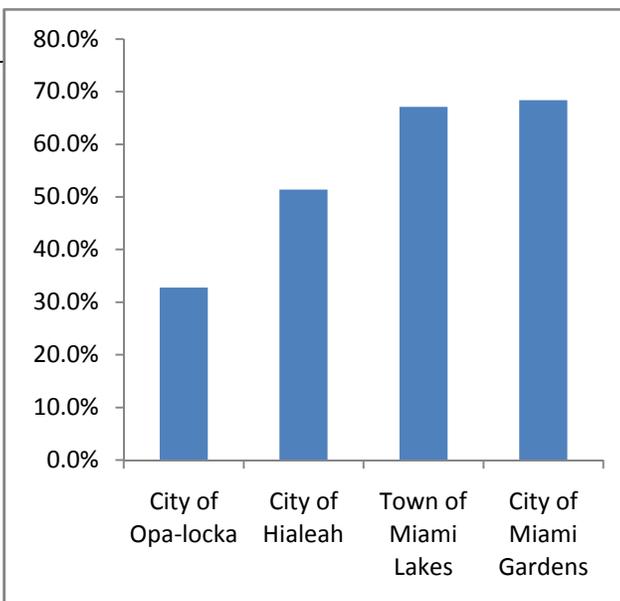
Bachelor's Degree or Higher, percent of persons age 25+, 2008-2012

| | |
|-----------------------|-------|
| City of Opa-locka | 8.3% |
| City of Hialeah | 13.4% |
| Town of Miami Lakes | 33.4% |
| City of Miami Gardens | 14.4% |



Home Ownership Rate, 2008-2012

| | |
|-----------------------|-------|
| City of Opa-locka | 32.8% |
| City of Hialeah | 51.4% |
| Town of Miami Lakes | 67.1% |
| City of Miami Gardens | 68.4% |



Budget Development Process

DEVELOPMENT PROCESS

The budget process is guided by direction from the City Commission as it strives to meet the needs of the community at a reasonable price. Every Commission meeting involves deliberation about what services the City should provide, at what level, and at what price. The decisions made by the Commission throughout the year provide a general path for the budget deliberations to follow. City employees provide the perspective of professionals as to the most efficient and effective way to implement Commission policy. Residents have the opportunity to express their preferences for City services and funding mechanisms through formal budget public hearings as well as individual agenda items during the year.

BASIS OF BUDGETING

The basis of budgeting is the same as the basis of accounting. The GAAP basis of accounting for governmental funds is modified accrual. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual, i.e., measurable and available to finance the City's operations. The accrual basis of accounting is utilized by proprietary funds and pension and nonexpendable trust funds. Under the accrual basis, revenues are recognized in the accounting period in which they are earned, if objectively measurable, whether collected sooner or later. Expenses, not expenditures, are recognized when the benefits of costs incurred are deemed to have been consumed or expired. Long-term liabilities are accounted for through those funds. Depreciation of fixed assets is recorded in the accounts of these funds as well.

BUDGET PROCESS

The budget process is a formalized annual occurrence that requires the input and collaboration between the respective City departments, the City Manager, the City Commission, and citizens. In general, the budget development process and content requirements of the City's annual budget are stated in Article VI, Budget of the City Charter and consistent with these requirements, the City Manager prepares a proposed budget. Detailed budget requests are made by each department, and approved by the City Manager.

The City Manager's proposed budget is considered by the City Commission. At least two public hearings are scheduled. Prior to October 1, the City Commission must adopt a budget and this budget may be the same as that proposed by the City Manager or may contain those amendments which the City Commission approves. After City Commission action, the proposed budget is revised if necessary and is published as the adopted budget. Once all of these steps are taken, the result is a balanced budget. A budget is considered balance when the revenues of all funds equal expenditures of all funds. Section 166.241 of Florida Statutes requires that all budgets be balance.

Budget Development Process

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

1. The City Manager meets with department heads to outline the general philosophy for the upcoming budget, to discuss financial and economic conditions and to establish budgetary guidelines.
2. The Budget Administrator conducts budget workshops for City departments to discuss and implement budget development schedules, budget forms and procedural guidelines.
3. City departments prepare budget requests and submit them to the City Manager's Office.
4. The Budget Administrator estimates budgetary limits and prepares departmental line-item budgets within the constraints of available revenues. Based on established limits, departments will submit the final copy of their budget request and budget justification detail to the City Manager's Office.
5. On July 1st, the City receives a Certification of Taxable Value (Form DR 420) from the County's Property Appraiser which indicates the real and personal property values in the City.
6. The City Manager submits a proposed Millage rate and public hearing dates on the proposed budget to the City Commission.
7. The City Manager submits the Proposed Budget to the City Commission.
8. The City advises the County's Property Appraiser and Tax Collector of the proposed Millage rate and the day, time and place of the first public hearing.
9. The Property Appraiser mails the notice of proposed property taxes and notification.
10. The first public hearing is held on the tentative budget and proposed Millage rate.
11. The second public hearing is advertised.
12. The second public hearing is held to adopt the final Millage rate and budget.
13. Upon final adoption, the budget is certified by the City Manager and the City Clerk and filed in the office of the City Clerk
14. The County's Property Appraiser, the County's Tax Collector and the State's Department of Revenue are notified within three (3) days after adoption of the budget.

Budget Development Process

15. The Certification of Compliance with “TRIM”, a copy of the adopted ordinances Millage rate, (general fund, special revenue funds, and proprietary funds), Form DR 420 and the public hearing advertisements are submitted to the State’s Department of Revenue within 30 days after adoption of the budget.

FY 2015-2016 BUDGET CALENDAR

| | |
|---|--------------------------|
| Budget Preparation Manual Distribution and Orientation | April 8, 2015 |
| Departmental Budget Requests Due | May 1, 2015 |
| Compilation by Budget Administrator (including meetings with City Manager and Department Heads) | May 1 thru July 30, 2015 |
| Certification of Taxable Value Available | July 1, 2015 |
| Budget Workshop with City Commission | July 23, 2015 |
| Special Commission Meeting : Setting of Tentative Millage Rate | July 30, 2015 |
| Submit Preliminary Proposed Budget to City Commission | July 31, 2015 |
| First Budget Hearing | September 10, 2015 |
| Budget Workshop with City Commission | September 17, 2015 |
| Budget Workshop with City Commission | September 22, 2015 |
| Second Budget Hearing | September 23, 2015 |
| Continued Second Budget Hearing | September 29, 2015 |
| FY 2015-2016 Begins | October 1, 2015 |

AMENDMENT PROCESS

After the budget has been adopted in September, budgetary control is maintained at the departmental and fund level, with the finance department providing support to departments in the administration of their budgets. Adjustments within the same fund to departmental appropriations may be approved by the City Manager or by Resolution of the City Commission. The City Manager is authorized to approve adjustments to expenditure code allocations, within the limit of departmental appropriations. Any supplemental appropriations or revisions that will amend total revenues or total expenses of any fund must be approved by the City Commission.

Financial Policies

DEBT POLICY AND ADMINISTRATION

The debt policy is approved by the City Commission and implemented by the City Manager. Currently, there is no statutory or charter debt limitation. However, debt is limited by the City's revenue. The City is not subject to debt limits. Debt is used for a variety of purposes and in a variety of ways. The principal use of debt by the City has been for making capital expenditures. Because of the use of public capital stretched over many years, it is appropriate that those who enjoy the benefits should also pay the costs. This general principal of intergenerational equity, however, must be applied cautiously. The public capital of one generation may be regarded as a dubious asset by the next. Why should those who did not choose to make the expenditure pay for them? Any capital expenditures, the continuing merit of which is in doubt, might more appropriately be paid for by those who chose to make the expenditure. Moreover, this reservation accords with financial conservatism as a public debt based on unwanted capital expenditures is not of very good quality. Another more pragmatic qualification to this general principle is that short-lived capital expenditures may be more easily and appropriately fitted into current budgets than paid for by borrowing.

The City's long-term capital improvement debt as of October 1, 2014 is as follows:

Long-Term Debt - Governmental Activities

Long-term debt of the City's governmental activities, excluding compensated absences and capital leases, include the

(a) Series 2011A&B Capital Improvement Revenue bonds, bearing annual interest rates on the Series A and Series B bonds range from approximately 3.31% to 3.89%, and are payable from a pledge of Grantee Entitlement Revenues which must be shared by the State of Florida, in annual principal installments ranging from \$403,000 in 2014 to \$670,000 through 2026.

(b) Series 2014 Capital Improvement Revenue Note - qualified tax exempt loan - for \$8,500,000, bearing interest at a rate of 3.12%, with a maturity date of June 1, 2024, and are payable by a lien on Pledge Revenues as defined by the terms of the Series 2014 Note agreement.

Long-Term Debt - Business-Type Activities

Long-term debt of the City's business-type activities Long-term debt of the City's business-type activities, excluding compensated absences and capital leases, consists of the following:

- State Revolving Loan Note Project No. CS12080003P as amended - for \$1.827 million, bearing interest at a rate of 2.56% and 1.54%, due in 40 semi-annual payments of \$53,240, including interest, from June 15, 2003 through December 15, 2022, secured by a lien on Pledge Revenues as defined by the State Revolving Fund loan agreement.

Financial Policies

- State Revolving Loan Note Project No. WW800050 - for \$2.375 million, bearing interest at a rate of 1.53%, due in 40 semi-annual payments of \$71,143, including interest, secured by a lien on Pledge Revenues as defined by the State Revolving Fund loan agreement.
- Settlement with the Florida Department of Transportation (FDOT) - for \$632,954, bearing an implied interest rate of 4.11%, due in 119 monthly payments of \$5,319, including interest, from January 2001 through December 2013. In accordance with an agreement between FDOT and the City, payments were temporarily suspended on August 1, 2002 and commenced again on October 1, 2005.
- Capital lease agreement dated May 30, 2006 with a bank in the original amount of \$3,400,000 for meter reading equipment. Interest payable 4.219% with principal and interest payments of approximately \$105,745 payable monthly beginning December 1, 2006 through September 1, 2016.
- Various Capital agreements with the Ford Motor Company in the original total amount of \$354,863 commencing March 15, 2013 and June 14, 2013. Interest payable at 3.79% and 4.00% respectively. Principal and interest payments due monthly in the amounts of approximately \$4,001 and \$3,119 through May and February 2018, respectively.
- State Revolving Loan Note Project No. WW130300 – for \$512,806, bearing interest at a rate of 1.63%, due in 40 semi-annual payments of \$15,644, including interest, secured by a lien on Pledge Revenues as defined by the State Revolving Fund loan agreement.
- State Revolving Loan Note Project No. SW130320 – for \$197,035, bearing interest at a rate of 1.63%, due in 40 semi-annual payments of \$6,011, including interest, secured by a lien on Pledge Revenues as defined by the State Revolving Fund loan agreement.
- State Revolving Loan Note Project No. DW130330 – for \$240,000, bearing interest at a rate of 2.53%, due in 40 semi-annual payments of \$6,011, including interest, secured by a lien on Pledge Revenues as defined by the State Revolving Fund loan agreement.

Summary of Debt Covenants

Series 2011A and Series 2011B Capital Improvement Revenue Bonds – Debt service is provided by a pledge of guaranteed state revenue sharing funds, local option gas tax revenues, and the half-cent sales tax. Reserves must be maintained equal to the maximum bond service requirement. At September 30, 2014 the City had on deposit with the trustee for these bonds, a reserve account insurance policy which unconditionally and irrevocably guarantees the full and complete payment required to be made by or on the behalf of the City.

On June 3, 2014 - as authorized by City Ordinance No. 13-40 - the City entered into an agreement with City National Bank of Florida for the issuance of the Series 2014 Capital Improvement Revenue Note for

Financial Policies

the purpose of acquiring, construction, installation and equipping an administration building. Debt service is provided by a pledge of guaranteed state communications services tax revenues, public service tax revenues and all investment income except for Rebate fund.

Pledge Revenues - the City's agreement under the State of Florida Revolving Loan Fund Program requires the City to generate Pledged Revenues, as defined by the agreement, from the services furnished by its water and sewer systems equal to or exceeding 1.15 times the sum of the semiannual loan payments. As of September 30, 2014 the City is in compliance with this requirement.

The amount of long-term debt that can be incurred by the City is limited by the charter of the City. Total general obligation bond of the City outstanding in any one fiscal year can be no greater than 15% of the assessed value of taxable property as of the beginning of the fiscal year.

As of September 30, 2013, the amount of bonds outstanding and notes payable exclusively from the revenues of a municipal project was less than 5% of property assessments as of September 30, 2014. Bonds payable exclusively from the revenue of a municipal project may be issued and outstanding without regard to the 15% limitation; however, such an issue would be subject to the limitations imposed by the City's charter with respect to restrictions on bonds parity with or junior to the Series 2011A and Series 2011B Capital Improvement Revenue Bonds.

RESERVE POLICY

The reserve policy is approved by the City Commission and implemented by the City Manager. The General Fund is required to reserve a minimum of five hundred thousand dollars (\$500,000) annually. Three hundred thousand dollars (\$300,000) shall be available for use, with City Commission approval, to fund unanticipated budget issues, emergencies/natural disasters which may arise or potential expenditure overruns which cannot be offset through other sources. This reserve level shall be replenished at the beginning of each fiscal year so it is available on an ongoing basis. Two hundred thousand dollars (\$200,000) shall remain unspent to provide for yearend reserve.

The City shall also provide a reserve for uncompensated absences and other employee benefit liabilities. The City is required to budget sixty-five thousand dollars (\$65,000) annually in the General Fund, seventeen thousand five hundred dollars (\$17,500) in the Water and Sewer Fund, and seventeen thousand five hundred dollars (\$17,500) in the Solid Waste Fund to build the reserves sufficient to cover base liabilities for each fund.

If a budget shortfall is determined, a written plan will be forwarded from the City Manager to the City Commission within a reasonable time frame that may include the reduction of services, increases in fees and rates, or some combination thereof.

Financial Policies

On May 13, 2015, the City Commission passed Ord. No. 15-10 establishing an additional reserve fund of \$1,000,000. These funds can only be used for specific purposes are defined in the ordinance. Any fiscal year the million dollar reserve is not met, all unallocated funds are to be placed into the reserve fund until the goal is reached.

ACCOUNTING, AUDITING & FINANCIAL REPORTING POLICY

An independent audit in accordance with Government Auditing Standards will be performed annually. Also, the City will produce financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Government Accounting Standards Board (GASB). The accounting, auditing, and financial reporting policy is considered administrative and is approved by the City Manager.

CAPITAL IMPROVEMENT PLAN (CIP)

The City will develop a five-year Capital Improvements Plan (CIP) and update it annually. This first year of the plan is the only year that is approved by the City Commission during the annual budget process and those projects are included in the budget. The remaining four years are for planning purposes and funding is not guaranteed to occur in the year planned. The City Commission makes the final approval about whether and when to fund a project.

Fund Descriptions

Governmental accounting systems should be organized and operated on a fund basis. Individual resources are allocated to, and accounted for, in separate accounting entities – identified as funds—based upon the purpose for which they are to be spent and the means by which spending activities are legally controlled.

Governmental units should establish and maintain those funds required by law and for sound financial administration. Only the minimum number of funds consistent with legal and operating requirements should be established because unnecessary funds result in inflexibility, undue complexity, and inefficient financial administration.

Individual funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary.

GOVERNMENTAL FUND TYPES

Governmental Fund Types are subdivided into four sections: General Fund, Special Revenue Funds, Capital Projects funds, and Debt Service Funds.

General Fund – Accounts for all financial resources, except those required to be accounted for in another fund.

Special Revenue Funds – Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Debt Service Fund – Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Capital Projects Funds – Accounts for financial resources to be used for the acquisition or construction of major capital facilities.

Fund Descriptions

GENERAL FUND

The General Fund of a government unit serves as the primary reporting vehicle for current governmental operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: ad valorem taxes, franchise taxes, and intergovernmental revenues. The major departments funded here are administrative: Mayor and City Commission, City Manager, City Attorney, City Clerk, Finance, Human Resources, Community Development, Parks and Recreation, Police, Public Works, and Building and Licenses.

SPECIAL REVENUE FUNDS

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

Police – Special Law Enforcement Revenue Fund – This fund is used to account for the proceeds from the State’s special law enforcement trust fund, fines and forfeitures.

Boy Scouts Special Revenue Fund – This fund is used to account for the proceeds from donations to the City’s Police Explorer Program.

Crime Prevention Special Revenue Fund – This fund is used to account for special State grants to the City to develop a crime prevention program.

Federal Emergency Management Fund – This fund is used to account for special State grants to the City in connection with hurricanes.

Safe Neighborhood-Nile Gardens Special Revenue Funds – This fund is used to account for grants to the City to provide service to the Department of Juvenile Justice court mandated juveniles for care after release from incarceration.

Stop/VAWA Grant Fund – This fund is used to account for a grant to the City to operate a program of violence against women.

VOCA – This fund is used to account for a grant to the City to operate a victim advocacy program.

Fund Descriptions

Peoples Transportation Tax Fund – This fund is used to account for the proceeds derived from the transportation Transit Tax Surcharge. Eighty percent of these funds are used for transportation related projects and twenty percent of these funds are used for transit related projects.

South Florida Water Management District Fund - This fund is used to account for funds received for the Canal Maintenance Project.

DEP Wastewater Improvement Fund - This fund is used to account for funds received for sewer improvement projects.

Local Law Enforcement Block Grant Fund – This fund is used to account for grant funds received for law enforcement purposes.

Community Redevelopment Agency (CRA) Fund - This fund was established to account for community redevelopment activities. This redevelopment will include not only physical improvement of the community but also economic development and empowerment of the residents. Redevelopment is ultimately about helping a community meet its fullest potential.

DEBT SERVICE FUND

The fund accounts for the sinking fund requirements of the Series 2011A&B Capital Improvement Revenue bonds and the 2014 Capital Improvement Revenue Note. Annual debt service requirements to maturity for debt outstanding, other than capital leases, are as follows:

| Fiscal Year ending September 30, | Governmental Activities | | Business-Type Activities | |
|-------------------------------------|-------------------------|--------------------|--------------------------|------------------|
| | Principal | Interest | Principal | Interest |
| 2015 | 416,000 | 222,854 | 592,852 | 75,847 |
| 2016 | 430,000 | 208,621 | 614,085 | 54,614 |
| 2017 | 445,000 | 193,890 | 206,430 | 39,290 |
| 2018 | 510,000 | 177,679 | 210,939 | 34,781 |
| 2019 | 527,000 | 159,957 | 215,559 | 30,161 |
| 2020-2024 | 2,919,000 | 512,054 | 989,010 | 79,870 |
| Thereafter | 1,315,000 | 51,640 | 1,213,938 | 49,741 |
| | <u>\$6,562,000</u> | <u>\$1,526,695</u> | <u>\$4,042,813</u> | <u>\$364,304</u> |

Fund Descriptions

CAPITAL PROJECTS FUNDS

Capital Project Funds are used to account for the acquisition of major facilities other than those financed by proprietary funds and trust funds. There are three funds in this group:

Capital Improvement Debt Service Capital Projects Fund – This fund is used to account for sinking fund requirements of the 2011A&B Series Capital Improvement and 2014 Capital Improvement Revenue Bonds.

Capital Acquisition Capital Projects Fund – This fund is used to account for capital assets (including infrastructure) acquisition and construction from proceeds of the 1994 Series Capital Improvement Revenue Bonds.

Capital Projects Fund – This fund is used to account for grants to be utilized for activities related to governmental capital improvement projects such as a new Police Station or roadway construction.

PROPRIETARY FUNDS

Enterprise Funds – Accounts for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purpose. The City operates three funds in this category:

Solid Waste Management Enterprise Fund – This fund is used to account for solid waste collection services. The City has contracted with private companies to collect residential and commercial trash and garbage. Miami Dade County is responsible for collecting recycling.

Water and Sewer Enterprise Fund – This fund is used to account for the delivery of water and sewer services. The four components of the fund are meter reading, water services, sewer services, and customer services.

Stormwater Utility Management Fund - This fund is used to account for fees collected for Stormwater operations and capital costs. Activities in this fund include maintenance of the storm drains, canals, and street and curb sweeping.

Town Center - This fund is used to account for the rental income and expenses of the City's Administrative Office Complex. The facility is an 82,000 square foot professional office building. The city occupies less and 40% of the building and the remaining 60% is rentable and taxable. The rent collected will be used to repay the \$8.6 million loan utilized to purchase and renovate the building.

Urgent Care - The City entered into an agreement with Miami Dade County and Jackson Health System to lease an under-utilized medical complex in the City. The City will lease the facility to a medical group to establish a turn-key Health and Wellness Medical Facility in the City.

FUND BALANCE

Fund Balance represents the unencumbered cash remaining in a fund at the end of a specified time period, usually the end of the fiscal year. In the General Fund, the City budgets a reserve of five hundred thousand dollars (\$500,000) annually. Three hundred thousand dollars (\$300,000) of the reserve shall be available for use, with City Commission approval, during the fiscal year to fund unanticipated budget issues. Two hundred thousand dollars (\$200,000) shall remain unspent to provide for the year-end reserve. The total reserve level shall be replenished at the beginning of each fiscal year so it is available on an on-going basis. In the Water & Sewer Fund and the Solid Waste Fund, the reserve policy states that the City shall retain at least a two (2) to five (5) percent reserve in these funds.

Florida Statutes require that the City approve a balanced budget; a budget where total revenues for each fund equal total expenses for each fund. Therefore, if current year revenues and expenses are the same, we can assume the beginning fund balance will be the same as the ending fund balance.

A good indicator of the City's fiscal health is the fund balance of the General Fund. The Government Finance Officers Association (GFOA) recommends maintaining an unreserved fund balance in the General Fund of no less than five to fifteen percent of regular operating revenues, or of no less than one to two months of regular operating expenditures, regardless of size.

The focus of the City's ***governmental funds*** is to provide information on near-term inflows, outflows, and balances of spendable resources. In particular, *unassigned* fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year. At the end of FY 2014, total fund balance of the governmental funds was \$3.196 million, an increase of \$600,000 in comparison with the prior year. Most of the fund balance is restricted to indicate that it is not available for new spending because it has already been committed to 1) pay debt service of \$1.1 million, 2) pay transportation of \$1.1 million costs, or 3) various other restricted purposes of \$0.998 million.

Fund Balance

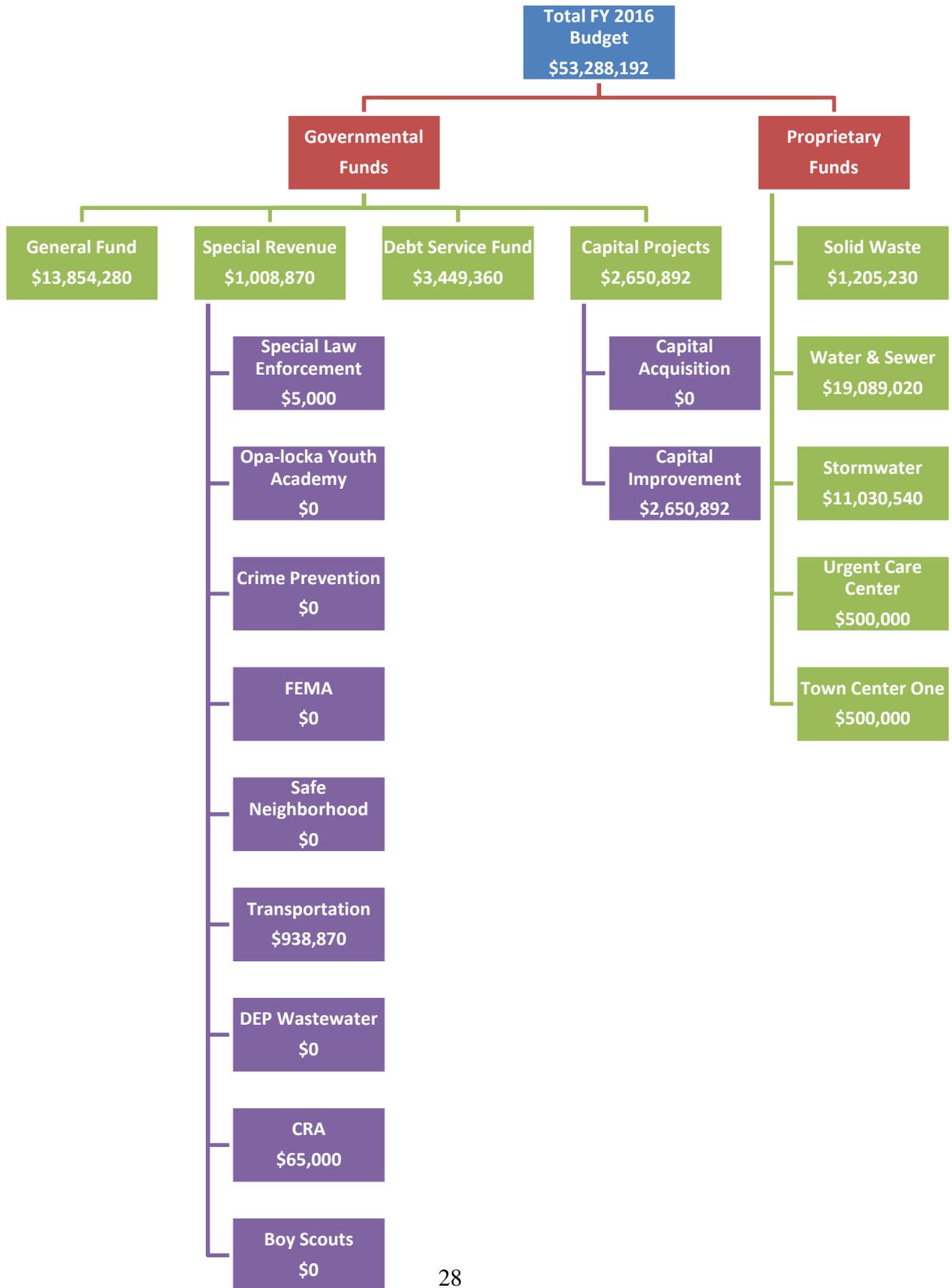
Proprietary or Enterprise Funds are used to account for the City's business-type activities. The City's Enterprise funds include the Water & Sewer, Solid Waste, and Storm Water funds. At the end of FY 2014, the unrestricted net assets (deficit) of the enterprise funds amounted to \$1.535 million of which \$641,000 is in the storm water and solid waste funds combined. The total decrease in net assets for all enterprise funds was \$3.8 million primarily due to a transfer out of \$3,267,927 from the Water & Sewer Fund to the General Fund.

The table below showing the beginning and ending fund balances of all funds. Total fund balance is estimated to grow from \$7.9 million to \$8.8 million, or 11%, due to the reserves in the General Fund and Water & Sewer Fund as required by the city's Financial Integrity Ordinance.

| Fund | Actual Fund Balance 09/30/2013 | Actual Fund Balance 09/30/2014 | Projected Fund Balance 09/30/2015 | Budgeted Change FY 2015-2016 | Projected Balance FY 2015-2016 |
|-------------------------|--------------------------------------|--------------------------------------|---|------------------------------------|--------------------------------------|
| General Fund** | \$1,225,310 | \$2,092,291 | -\$492,896 | \$500,000 | \$7,104 |
| Solid Waste Fund | -\$875,591 | -\$850,260 | -\$800,260 | \$0 | -\$800,260 |
| Water & Sewer Fund** | \$14,013,371 | \$9,630,801 | \$7,244,635 | \$375,000 | \$7,619,635 |
| Stormwater Utility Fund | \$633,824 | \$199,866 | -\$300,134 | \$0 | -\$300,134 |
| Capital Improvement ** | \$0 | \$1,142,661 | \$2,397,152 | \$0 | \$2,397,152 |
| Capital Projects Fund** | -\$545,688 | -\$582,345 | -\$446,256 | \$0 | -\$446,256 |
| Special Law Enforcement | \$97,067 | \$167,213 | \$172,472 | \$0 | \$172,472 |
| Boy Scouts Fund | \$17,395 | \$17,395 | \$17,395 | \$0 | \$17,395 |
| Opa-locka Youth Academy | -\$344,328 | -\$343,872 | -\$343,872 | \$0 | -\$343,872 |
| Crime Prevention Fund | -\$383,016 | -\$419,509 | -\$419,509 | \$0 | -\$419,509 |
| FEMA Fund | \$55,046 | \$55,046 | \$55,046 | \$0 | \$55,046 |
| STOP/VAWA Program | -\$151,738 | -\$151,738 | -\$151,738 | \$0 | -\$151,738 |
| Transportation Fund** | \$1,339,427 | \$1,054,943 | \$1,214,500 | \$0 | \$1,214,500 |
| SFWMD | \$263,012 | \$263,012 | \$263,012 | \$0 | \$263,012 |
| LLEBG | \$235 | \$235 | \$235 | | \$235 |
| CRA Fund | -\$102,136 | -\$99,580 | -\$263,580 | \$0 | -\$263,580 |
| Town Center One Fund | \$0 | \$0 | -\$254,945 | \$0 | -\$254,945 |
| Total All Funds | \$15,242,190 | \$12,176,159 | \$7,891,257 | \$875,000 | \$8,766,257 |

** Indicates a Major Fund.

FY 2015-2016 BUDGET BY MAJOR AND NON-MAJOR FUND



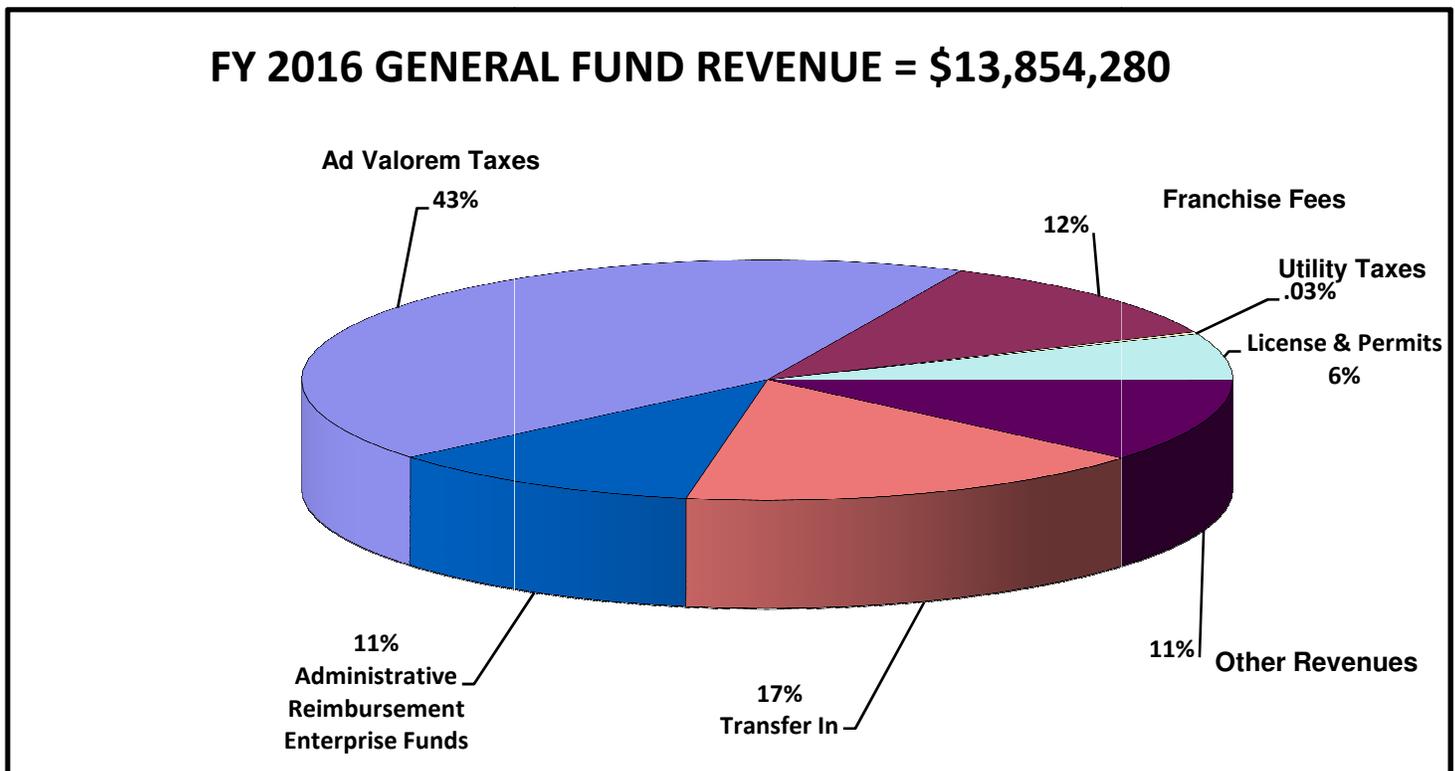
Executive Summary

In FY 2015-2016, we will see an increase in the City’s property values of 6.43% as well as continued efforts towards completion of an aggressive capital projects construction. The City recently entered into an agreement with a new Agent of Record that has provided the City with increased employee benefits at a reduced cost. These savings, along with a reduced personnel count, contribute to the reduced expenses in personnel. The FY 2015-2016 Budget attempts to balance our obligation to continue to provide services to our residents with our fiscal responsibility to remain within available resources.

The FY 2016 Budget for all funds totals \$53,288,192. This represents an increase of \$22,724,503 when compared with the FY 2015 Projected Budget of \$30,373,689. The increase is primarily due to over \$17 million in grant possible SRF loan funding for drainage and improvement projects.

GENERAL FUND REVENUE ESTIMATES

General Fund revenue estimates from all sources show a decrease of \$1,057,820 or 7.5% when compared to the Projected FY 2015 budget of \$14,101,640. This is primarily due to the decrease in personnel costs. The graph below depicts the major general fund categories. All other revenue categories are grouped together under “Other Revenues”. FY 2016 General Fund revenue estimates are based on historical data and the current economic environment unless otherwise stated.



GENERAL FUND - MAJOR REVENUE SOURCES

Ad Valorem Tax Revenue

The Miami-Dade County Property Appraiser’s office sets the assessed and taxable values of the property in the City of Opa-locka. Each year during September, the City sets a millage rate at which property owners are taxed according to the adopted budget. Taxable value of a property may differ from the assessed value because of exemptions. The maximum millage a city can levy is 10 mills.

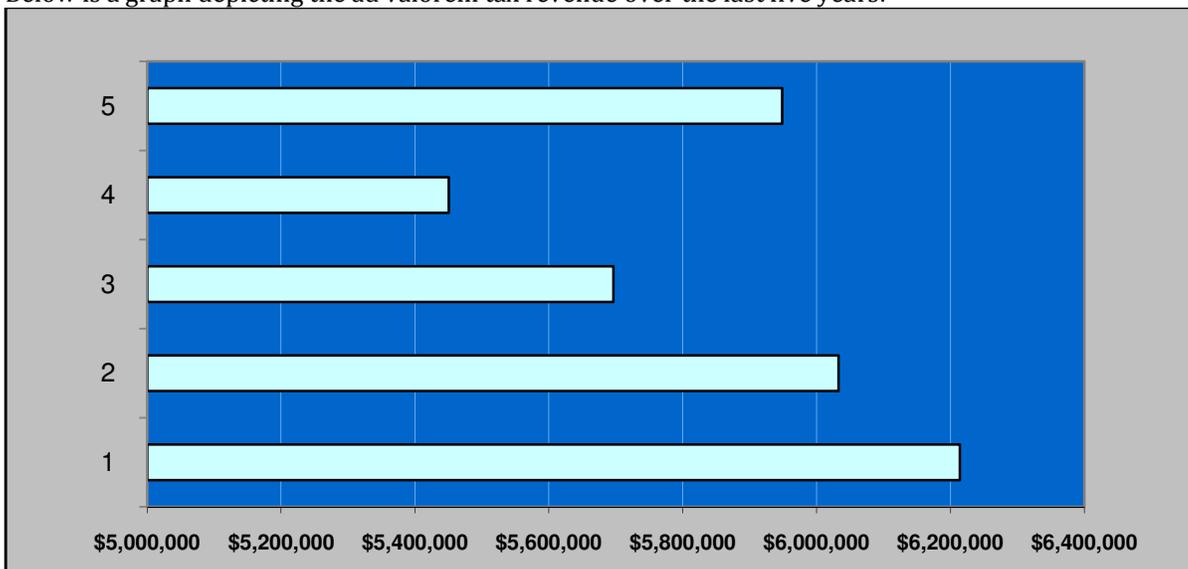
The City of Opa-locka FY 2016 taxable value for operating purposes is \$703,574,642. This is a 6.43% increase compared to the FY 2015 taxable value but still a 27.8% decrease from FY 2008 values. This is the City’s first significant increase in property taxes since the 2008 national recession.

Based on the rules to calculate the City’s millage rate, the rolled back rate (the rate that generates the same level of revenues as the previous year) for the City is 7.6818. The FY 2016 adopted millage rate is 8.9000. This rate will bring in \$498,240 more ad valorem tax dollars in FY 2016. Below you will find schedules depicting the change in gross taxable revenue over five years and ad valorem tax revenue over the past five years.

Below is a schedule depicting the change in gross taxable value over the past five (5) years:

| Number | Fiscal Year | Millage | Gross Taxable Value | Revenue |
|--------|-------------|---------|---------------------|--------------|
| 1 | 2012 | 9.1526 | 714,677,660 | \$ 6,214,101 |
| 2 | 2013 | 9.1000 | 697,830,150 | \$ 6,032,745 |
| 3 | 2014 | 9.0890 | 659,709,852 | \$ 5,696,300 |
| 4 | 2015 | 8.5000 | 661,065,490 | \$ 5,450,485 |
| 5 | 2016 | 8.9000 | 661,065,490 | \$ 5,948,725 |

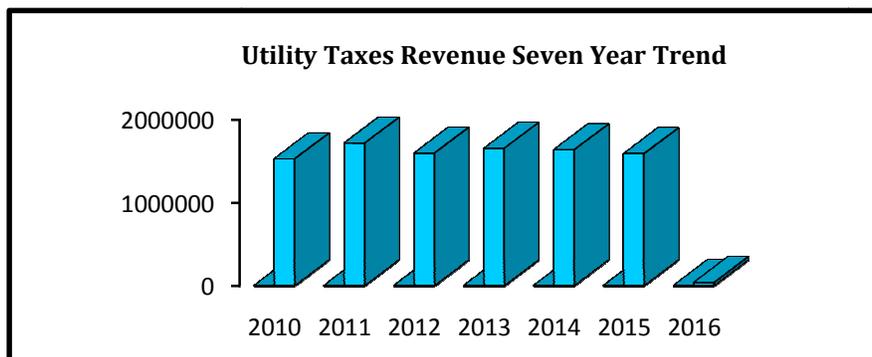
Below is a graph depicting the ad valorem tax revenue over the last five years:



Utility Taxes/Telecommunications Services Tax

The City collects utility taxes from companies who charge residents or businesses for utilities such as electricity, gas, water and telecommunications. This category of revenues is estimated at \$36,900 or .03% of the FY 2015 General Fund revenues. This is a decrease of 97.7% from last year's projected revenue. The decrease is due to the transfer of Florida Power and Light and State of Florida Telecommunications Utility Taxes to the Debt Service Fund. These revenues were pledged to fund the 2014 Capital Improvement Revenue Note that was used to purchase and renovate the City's Administrative Building. Once the annual debt service payment is paid, the remaining portion is transferred back to the General Fund.

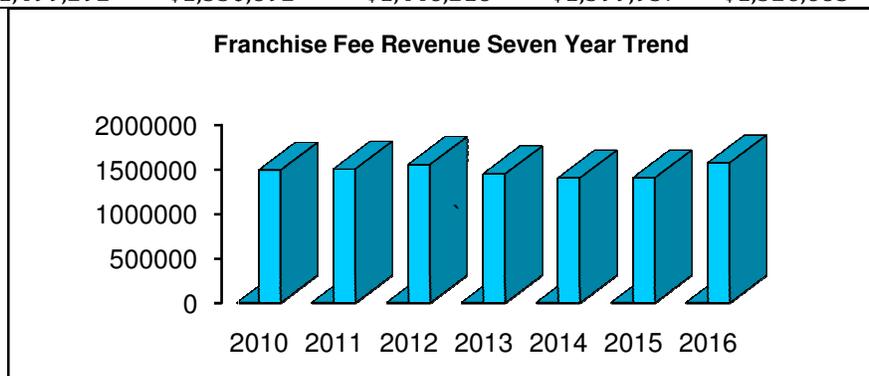
| 2010 Audited | 2011 Audited | 2012 Audited | 2013 Audited | 2014 Audited | 2015 Projected | 2016 Adopted |
|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|
| \$1,524,326 | \$1,712,345 | \$1,591,401 | \$1,649,298 | \$1,633,791 | \$1,592,000 | \$36,900 |



Franchise Fees

The City assesses a fee on corporations in return for granting them a privilege to exclusive rights to provide services to residents and businesses (FPL, Commercial Waste Collection, BFI, and City Gas). Estimates from this category are estimated at \$1,616,600 or 12% of total projected revenue and represents a 5% increase from last year. The City entered into an agreement with Universal Waste Services of Florida for residential and commercial waste collection and we have begun an aggressive enforcement campaign to ensure all customers are utilizing the City's exclusive solid waste service agreement.

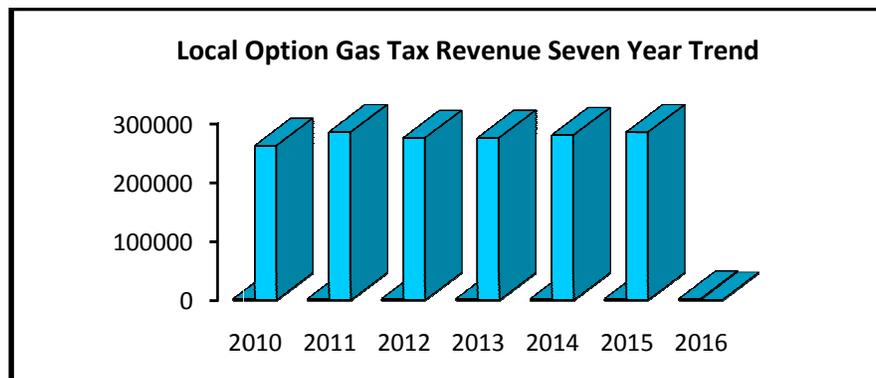
| 2010 Audited | 2011 Audited | 2012 Audited | 2013 Audited | 2014 Audited | 2015 Projected | 2016 Adopted |
|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|
| \$1,487,056 | \$1,499,292 | \$1,550,892 | \$1,446,218 | \$1,399,957 | \$1,526,685 | \$1,616,600 |



Local Option Fuel Taxes

Local Option Fuel Taxes are collected by the State of Florida and is levied on every net gallon of gasoline and diesel fuel sold in the county. The proceeds may be used to fund transportation expenditures. The City estimates to receive \$290,870 in FY 2016; however, these revenues have been transferred to the Transportation Fund to fund transit and transportation projects. Per Section 336.025 (1) (b) (3) Florida Statutes, these revenues are required to be used for expenditures needed to meet immediate transportation problems and for transportation related expenditures.

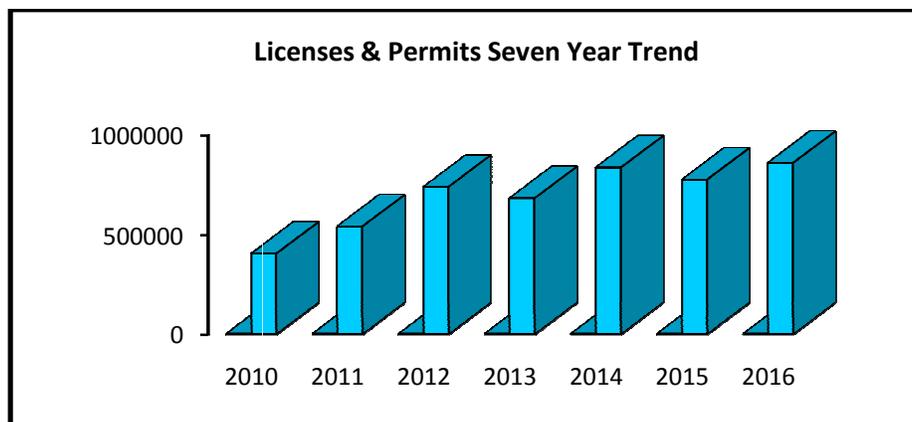
| 2010 Audited | 2011 Audited | 2012 Audited | 2013 Audited | 2014 Audited | 2015 Projected | 2016 Adopted |
|--------------|--------------|--------------|--------------|--------------|----------------|--------------|
| \$261,643 | \$284,901 | \$275,054 | \$275,189 | \$279,767 | \$284,500 | \$0 |



Licenses and Permits

This category accounts for revenues collected by the City for the issuance of occupational licenses to businesses and the cost of building, electrical, alarm and plumbing permitting, in addition to, certificates of occupancy and inspections. It is estimated that this category would provide for \$869,600 or 6.3% of the FY 2016 general fund revenues and is 2% less than last year. Several development projects are completed or postponed. However, the City will see permit revenue from development slated from the sale of surplus property.

| 2010 Audited | 2011 Audited | 2012 Audited | 2013 Audited | 2014 Audited | 2015 Projected | 2016 Adopted |
|--------------|--------------|--------------|--------------|--------------|----------------|--------------|
| \$404,169 | \$541,636 | \$739,872 | \$683,509 | \$838,239 | \$776,210 | \$869,600 |



GENERAL FUND - OTHER REVENUE SOURCES

State Grants

This category includes funding for several grants including: COPPS Grant revenue (\$150,000) and several Byrne Grants (\$101,350). The total revenue in this category is estimated at \$251,350 or 1.8% of total revenue. This category is 43% less than FY 2014 projected due to the completion of the Community Challenge grant and the City's focus on infrastructure capital projects. This category could increase due to pending grant applications that are awaiting decisions.

Intergovernmental Revenue

The City receives revenues from the State of Florida and Miami-Dade County. The State of Florida distributes cigarette taxes, gas tax rebates, and alcoholic beverage taxes. State Shared Revenue is estimated at \$19,000, less than 1% of the general fund budget for FY 2016. The County distributes school crossing guard revenues and county occupational license revenue. County Shared Revenue is estimated at \$53,500, less than 1% of the general fund budget for FY 2016. The City's share in these categories increases with the growth of the economy and the growth of the City's population.

Charges for Services

This category includes fees from services which the City provides, such as zoning and sub-division fees, rental of park facilities, police reports, and other miscellaneous charges. An estimate of \$80,050 is anticipated to be received in FY 2016 or .6% of the total budget and 27% less than last year. The decrease is primarily due to a reduction in impact fee revenue estimates. The City recently completed an impact fee study that updated and added new impact fees. Once new development increases in the City, we should see a corresponding increase in impact fee revenue.

Fines and Forfeitures

This category accounts for revenues received from Miami-Dade County for court fines, city issued citations, city code violations and returned check fines/penalties. Approximately \$644,505 is estimated to be received in FY 2016. This is 4.6% of the general fund revenues and is 41% less than last year. The decrease is due to lower expectation of Red Light Camera revenue in FY 2016.

Interest

Interest revenue in the amount of \$1,000 is estimated to be received for funds held at the City's bank, less than 1.0% of general fund revenue. Interest revenue has suffered tremendously due to the recession. A new investment policy is currently under review and could allow for a potential increase.

Other Revenues

This category includes revenues such as copies, towing revenues, notary fees, etc. The FY 2016 estimate for this category is \$509,130, 3.7% of the budget and represents a 140% decrease from FY 2015. The increase is due to the increased sale of city owned surplus properties.

Other Financing Sources

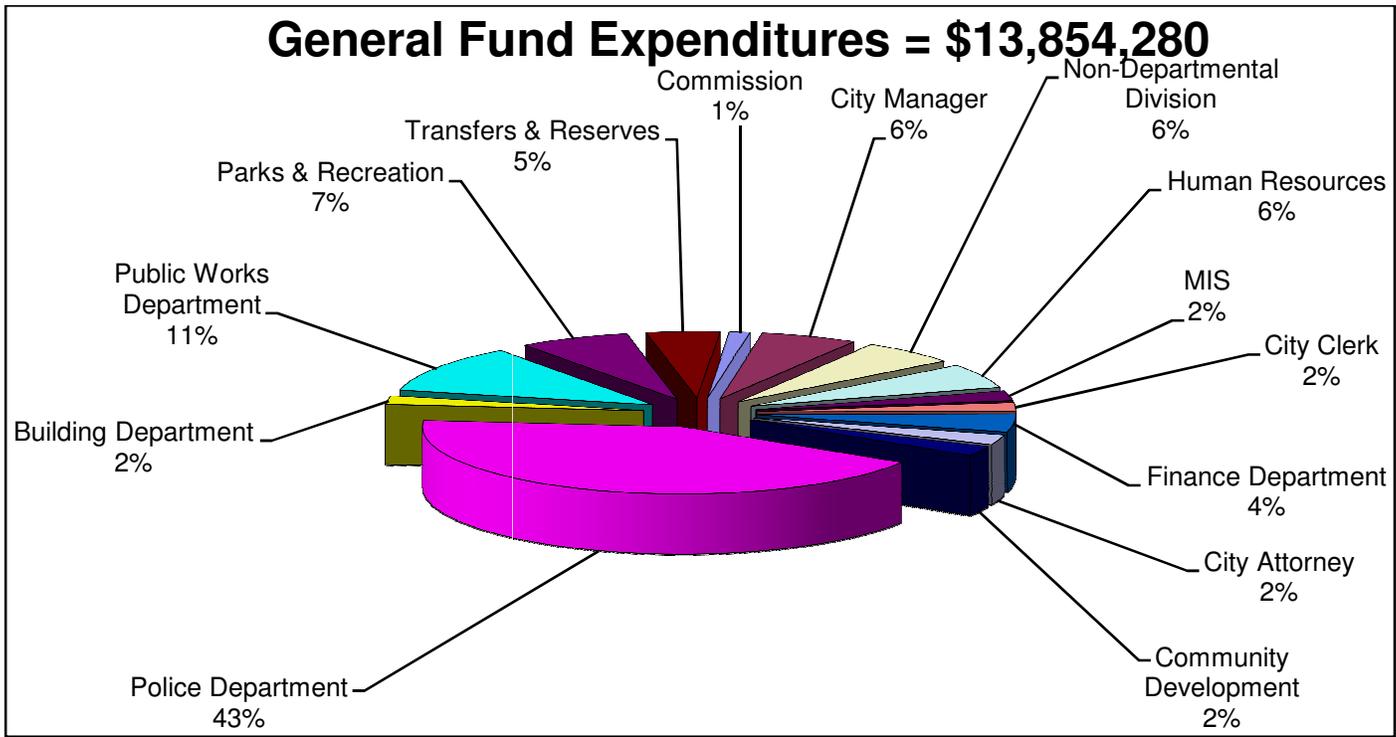
Included in this category are transfers from the Capital Improvement Debt Service Fund. State shared revenues and sales taxes are recorded in the Capital Improvement Debt Service Fund to pay the debt service on the 2011A&B Capital Improvement Bonds. Florida Power & Light and State of Florida Telecommunications Utility Taxes are pledged to pay the 2014 Capital Improvement Note. After those payments are made, the residual is transferred by the Paying Agent to the General Fund. In FY 2016, \$2,286,440 will be transferred. This is an increase of 15% from last year due to an increase in state revenues.

This category also includes reimbursements from the Enterprise Funds (\$1,537,935) for expenditures incurred in the general fund to provide support to the Enterprise Funds. This reimbursement is calculated based on an estimate of the percentage of indirect costs the General Fund provides to the Enterprise Funds. Direct expenses attributable to any enterprise fund are charged directly to that fund.

This category accounts for \$3,824,375, 28% of revenue for FY 2016. This represents an increase of \$484,585 or 20% from the FY 2015 adopted budget.

| GENERAL FUND REVENUE SOURCE | 2015 ADOPTED | 2016 ESTIMATED | % Increase/ Decrease |
|------------------------------------|-------------------------|---------------------------|---------------------------------|
| AD VALOREM TAXES | \$ 5,450,485 | \$ 5,948,725 | 9.1% |
| FRANCHISE FEES | 1,538,100 | 1,616,600 | 5.1% |
| UTILITY TAXES | 1,611,900 | 36,900 | -97.7% |
| LOCAL OPTION GAS TAXES | 281,210 | - | -100.0% |
| LICENSES & PERMITS | 887,800 | 869,600 | -2.1% |
| STATE GRANTS | 442,645 | 251,350 | -43.2% |
| STATE SHARED REVENUE | 28,300 | 19,000 | -32.9% |
| OTHER SHARED REV/COUNTY | 49,000 | 53,500 | 9.2% |
| CHARGES FOR SERVICES | 103,050 | 80,050 | -22.3% |
| FINES & FORFEITURES | 1,094,600 | 644,050 | -41.2% |
| INTEREST | 8,000 | 1,000 | -87.5% |
| OTHER REVENUES | 211,810 | 509,130 | 140.4% |
| OTHER FIN SOURCES | 3,195,860 | 3,824,375 | 19.7% |
| TOTAL REVENUE | \$14,902,760 | \$13,854,280 | -7.0% |

GENERAL FUND EXPENDITURES



Personnel Costs are the driving force of the General Fund expense budget and account for 65.3% of General Fund expenses.

City Commission – The FY 2016 budget of \$175,175 reflects an increase of \$5,843 or 3.5% compared to the FY 2015 projected budget and 1.3% of the total budget. This budget provides for the City Commission’s salary, health insurance, monthly allocation, and travel allocation. The increase is due to an increase in operating expenses.

City Manager’s Office – Executive– The FY 2016 budget of \$730,135 reflects an increase of \$60,719 or 9% when compared to the FY 2015 projected budget and is 5.3% of the total budget. The increase is due to the hiring of an additional Assistant City Manager due to the structuring of administration.

Non-Departmental Division – This division provides for city-wide expenses that cannot be attributable to any particular department and also provides for the maintenance of City Hall. This division is expected to decrease by \$408,095 to \$826,630, or 33.1%. The decrease is due to the elimination of rental payments for City Administrative offices.

City Manager’s Office – Interfund Transfers –This division accounts for .05% of the total budget. The City will continue to transfer \$25,000 to the Water and Sewer Fund to continue repaying a \$560,000 loan from FY 2012 and a \$275,000 loan from FY 2011. The City will also transfer \$40,000 to the Community Redevelopment Agency (CRA) for their portion of ad valorem taxes (TIFF).

City Manager's Office – Reserves – As recommended by the City's Financial Integrity Policies, the City has set aside the required operating reserves and sick/annual leave reserves. The General Fund reserve is approved at the required \$500,000 level and \$65,000 is approved for the sick/annual leave reserve. This division accounts for 4% of the total budget.

City Manager's Office – Emergency & Disaster – There is currently \$0 budgeted in this area.

City Manager's Office – Special Events – The City has allocated \$97,000 for special events. This division accounts for less than 1% of the total budget.

City Attorney – The City Attorney's budget of \$330,000 provides for legal contractual services of \$260,000 plus an additional \$20,000 for possible litigation costs. Also included is a \$50,000 provision in contingencies for lawsuit settlements and/or other legal expenses. The division accounts for 2.4% of the total budget. Risk Management has been transferred to the Human Resources Department.

City Clerk – The City Clerk's budget is proposed at \$327,545, which represents a .1% increase for FY 2016 and is 2.4% of the total budget.

Human Resources–The FY 2016 budget of \$811,375 is a 130% increase and represent 5.9% of the total budget. The increase is due to the transfer of the Risk Management division to the Human Resources department. Included in Risk Management is General Fund portion of the property and liability insurance. Insurance is shared between the General Fund and the Enterprise Funds and the Enterprise Funds are assessed a greater portion of the costs based on the proportion of net assets.

Finance Department – The Finance Department budget of \$600,785 is \$133,894 or 28.7% more than FY 2015. The increase is primarily due to the moving of the Budget Administrator from the Office of the City Manager to the Finance Department.

IT – The budget of \$281,850 represents 2.7% decrease from the FY 2015 and is 2.0% of the total budget. All computer equipment for the City (with the exception of the Police Department) will be purchased through this Department. There is \$40,000 budgeted for computer equipment and \$95,000 budgeted for software license payments.

Community Development Department – Funding for FY 2016 is \$328,310. This is a 27.8% decrease from FY 2015 and represents 2.4% of the General Fund budget. The decrease is due to the completion of activities related to the Community Challenge grant. The grant was used to update the City's comprehensive plans, zoning ordinances, and land development code.

Code Enforcement – The Code Enforcement division is now within the Police Department.

Building, Permitting and License Department – The FY 2016 budget of \$283,795 represents a 2.2% decrease from previous year, and is 2% of the total budget.

Parks & Recreation – Funding for FY 2016, \$947,120, is \$65,245 or 6.4% less than the previous year. The decrease is due primarily to a reduction of the personnel count of the department.

Public Works- The Public Works Department’s budget of \$1,592,545 is 6.4% or \$383,372 less than last year.

| | |
|-------------------------|--------------------|
| Administrative Division | \$ 242,025 |
| Building Maintenance | 164,975 |
| Roads and Streets | 391,675 |
| Vehicle Maintenance | <u>783,870</u> |
| Total | <u>\$1,592,545</u> |

The FY 2016 budget includes:

- \$62,000 for the My Lawn Landscape contract
- \$63,000 for supplies in the Roads and Streets division
- Dollars for contractual service of the Vehicle Maintenance Division
- \$300,000 for the General Fund portion of fuel costs. There is \$14,135 budgeted for fuel costs in the Solid Waste fund due to increase solid waste collection by City staff and \$60,000 in the Water & Sewer fund.

Police Department- The budget for the department is in the amount of \$5,892,015 and represents 42.5% of the total general fund budget and is 3.0% or \$172,217 more than FY 2015. The increase is primarily due to the transfer of the Code Enforcement division to the Police Department. The department budget also includes:

- Fifty-three (53) sworn police officer positions
- \$382,455 in vehicle lease/purchase payments for the 2 Expeditions, 10 Ford Fusions, 3 motorcycles 10 Chevy Tahoes, and 30 new vehicles that will be purchased in FY 2016
- Grant funding in the amount of \$97,650 from the Byrne Grants
- \$62,800 in software maintenance expenses
- \$8,000 in funding for the Canine Unit.
- \$57,500 for the communications connection to Miami-Dade County
- \$20,000 in funding for the Community Empowerment Team (CET)

CAPITAL IMPROVEMENT FUND

Capital Improvement Debt Service- The City has pledged receipts from two (2) revenue streams to repay 2011A&B Capital Improvement Revenue Bonds. The City has also pledged Florida Power & Light and State of Florida Telecommunications Utility Taxes to repay the 2014 Capital Improvement Note. After paying the debt service charges, the balance remaining is transferred-out to the General Fund. The table below summarizes budget estimates for FY 2015. These revenue estimates are provided annually by the Florida Department of Revenue, Office of Tax Research.

| Revenue | FY 2015 Projected | FY 2016 Estimated |
|-----------------------------------|--------------------|--------------------|
| Half-Cent Sales Tax | \$1,174,685 | \$1,291,200 |
| State Revenue Sharing | 552,705 | 603,160 |
| Utility Tax - FPL | 0 | 1,100,000 |
| State Telecommunications Tax | 0 | 455,000 |
| Bond Refunding Proceeds | 0 | 0 |
| Transfer from Fund Balance | 0 | 0 |
| Interest | 0 | 0 |
| Total | \$1,727,390 | \$3,449,360 |
| Expenditure | | |
| Principal - 2011 Bond | \$416,000 | \$430,000 |
| Principal - 2015 Bond | \$0 | \$218,915 |
| Interest - 2011 Bond | 222,855 | 208,620 |
| Interest - 2015 Bond | 0 | 305,385 |
| Other Debt Service Costs | 0 | 0 |
| Transfer to General Fund | 1,088,535 | 2,286,440 |
| Transfer to Capital Projects Fund | 0 | 0 |
| Total | \$1,727,390 | \$3,449,360 |

In FY 2011, the City refinanced the Series 1994A Capital Improvement Revenue Bonds to take advantage of lower interest rates and immediately financed several capital projects. In the end, the refinancing was successful and the City received \$2,320,000 to apply towards capital projects. As a result of refinancing, the principal and interest payments to the new 2011A&B Capital improvement bonds will be lower and the transfer to the General Fund will be higher. In FY 2014, the City negotiated an \$8.6 million Capital Improvement Note to purchase a 4-story professional office building in the Downtown Area to serve as the City’s Administrative Office Building. This purchase eliminated close to 10 years of rental payments and soon the rental payments from the private offices in the building will substantially cover the debt service.

Safe Neighborhood Capital Improvement Projects – The FY 2016 budget includes revenues which the City anticipates are forthcoming from Miami-Dade County G. O. Bonds and the Historical preservation Fund to complete renovations of Historical City Hall, Miami Dade CDBG Funding to improve NW 38th Ave and renovate the Cultural Center at 2105 Ali-Baba Ave and Brownfield funding from the US Environmental Protective Agency. The table shown below details these estimates:

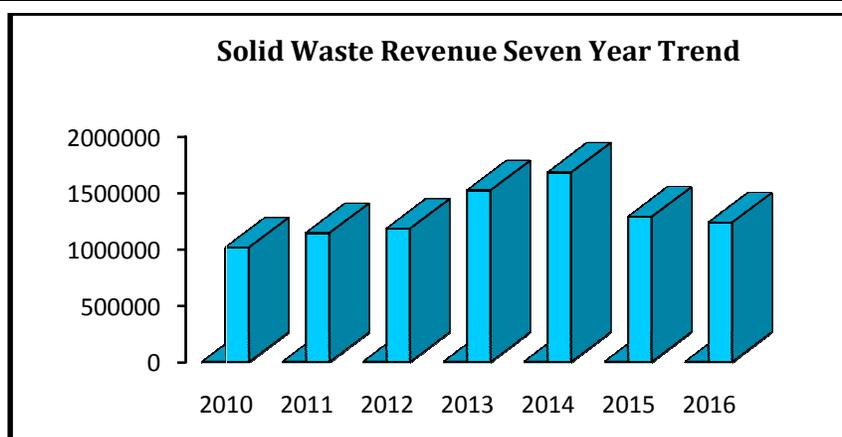
| Capital Project | Operating Funds | Loan Funds | Grant Funds | Total Cost |
|--|-----------------|------------------|--------------------|--------------------|
| Community Development | | | | |
| Historical City Hall Rehabilitation | \$0 | \$0 | \$1,710,250 | \$1,710,250 |
| 38th Ave Improvements | \$0 | \$280,358 | \$319,642 | \$600,000 |
| Cultural Center Improvements - 2105 Ali Baba Ave | \$0 | \$0 | \$221,000 | \$221,000 |
| Brownfield Assessment | \$0 | \$0 | \$400,000 | \$400,000 |
| TOTAL | \$0 | \$280,358 | \$2,650,892 | \$2,931,250 |

ENTERPRISE FUNDS

Solid Waste Fund- The Solid Waste operations adopted budget is \$1,205,230. The City completed a rate study of solid waste rates billed to residents. Even though the solid waste rate is increasing to \$562 per unit, due to unpaid tax bills, solid waste revenue is slow. It is estimated close to 20% of revenue is unpaid. The solid waste fee is assessed is a non - ad valorem assessment to all residential properties up to four units. Solid Waste revenues are received from Miami- Dade County as residents pay their tax bills. The City has outsourced the collection of residential and commercial waste to private contractors.

SOLID WASTE FUND - MAJOR REVENUE SOURCE

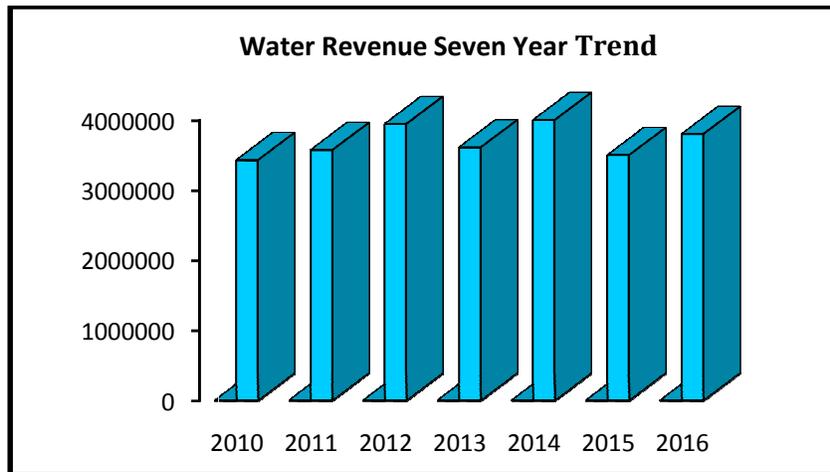
| 2010 Audited | 2011 Audited | 2012 Audited | 2013 Audited | 2014 Audited | 2015 Projected | 2016 Adopted |
|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|
| \$1,014,623 | \$1,142,853 | \$1,181,452 | \$975,544 | \$1,137,874 | \$1,287,060 | \$1,205,230 |



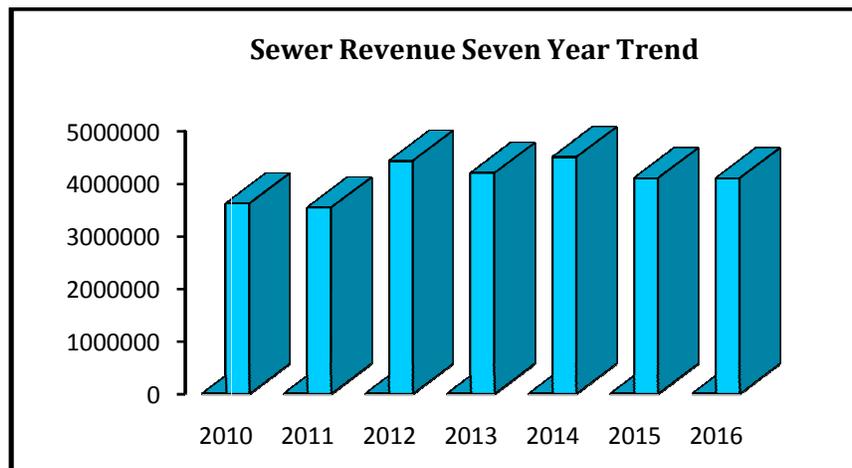
| Revenue | FY 2015 | FY 2016 | Difference |
|---|--------------------|--------------------|-------------------|
| Sanitation Fees | \$1,287,060 | \$1,205,230 | (\$81,830) |
| Delinquent Service Charges | - | - | - |
| Transfer-In from General Fund | - | - | - |
| Interest | - | - | - |
| Total | \$1,287,060 | \$1,205,230 | (\$81,830) |
| Expenditure | | | |
| Salaries & Benefits | \$28,875 | \$0 | -\$28,875 |
| Other Professional Services | 10,000 | - | (10,000) |
| Contracted Services | 950,000 | 996,535 | 46,535 |
| Reimbursement of Administrative Costs | 97,085 | 54,060 | (43,025) |
| Solid Waste Disposal - City Public Works Dept | 120,000 | 60,000 | (60,000) |
| Curbside Recycling - Miami Dade County | 63,600 | 63,000 | (600) |
| Insurance | - | - | - |
| Fuel Expenses | - | 14,135 | 14,135 |
| Repair & Maintenance - Machinery & Equip | - | - | - |
| Reserve - Sick and Annual Leave | 17,500 | 17,500 | - |
| Deficit Reduction | - | - | - |
| Total | \$1,287,060 | \$1,205,230 | (\$81,830) |

Water and Sewer Fund – The City supplies water and sewer to over 5,000 customers. Areas serviced by the City’s water distribution system include outside customers in the City of Miami Gardens and parts of unincorporated Miami-Dade County. Miami Dade County has increased sewer costs by 8.9%. The City recently completed and implemented a rate study to establish new water and sewer rates to account for the increases from Miami Dade County and the new \$40 million SRF loan for infrastructure projects. Included in the FY 2016 Water and Sewer Fund budget is \$16.3 million of SRF Capital projects.

| WATER REVENUE | | | | | | |
|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|
| 2010 Audited | 2011 Audited | 2012 Audited | 2013 Audited | 2014 Audited | 2015 Projected | 2016 Adopted |
| \$3,429,197 | \$3,572,075 | \$3,654,373 | \$3,654,373 | \$3,014,573 | \$3,500,000 | \$3,800,000 |



| SEWER REVENUE | | | | | | |
|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|
| 2010 Audited | 2011 Audited | 2012 Audited | 2013 Audited | 2014 Audited | 2015 Projected | 2016 Adopted |
| \$3,616,621 | \$3,542,249 | \$4,087,920 | \$4,041,635 | \$4,200,000 | \$4,100,000 | \$4,172,065 |



Below is a schedule summarizing the Water & Sewer Fund revenues and expenditures:

| Water and Sewer | FY 2015 Projected | FY 2016 Adopted | Difference |
|-------------------------|---------------------|---------------------|--------------------|
| <u>Revenues</u> | | | |
| Water Revenue | \$3,500,000 | \$3,800,000 | \$300,000 |
| Sewer Revenue | 4,100,000 | 4,100,000 | 0 |
| Grants | 0 | 400,000 | 400,000 |
| Interest | 0 | 0 | 0 |
| Other | 659,900 | 752,715 | 92,815 |
| Trans In - Fund Balance | 2,143,701 | 1,736,305 | -407,396 |
| State Revolving Loan | 752,868 | 8,300,000 | 7,547,132 |
| Total | \$11,156,469 | \$19,089,020 | \$7,932,551 |
| <u>Expenditures</u> | | | |
| Finance-Utility Billing | \$2,893,526 | \$2,261,715 | -\$631,811 |
| Meter Readers | 432,885 | 323,370 | -109,515 |
| Water Services | 2,464,114 | 2,482,050 | 17,936 |
| Sewer Services | 5,231,147 | 4,950,250 | -280,897 |
| Customer Services | 134,796 | 65,540 | -69,256 |
| Capital Projects | 0 | 9,006,095 | 9,006,095 |
| Total | \$11,156,468 | \$19,089,020 | \$7,932,552 |

There is a \$7.9 estimated increase in Water & Sewer expenses from FY 2015 to FY 2016. This increase is due capital projects. The City was recently awarded close to \$40 million in new SRF loan funding to complete projects identified in the citywide Infrastructure Improvement plan. There is a total of \$8.1 million in Water & Sewer projects funded in FY 2016. The new water and sewer rate structure approved by the City Commission allows the City to finance debt to cover infrastructure improvements and also incorporates a conservation element to encourage users to take measures to conserve water.

There are six divisions in the Water & Sewer Fund:

1. Finance – Utility Billing – The FY 2016 budget for this division is \$2,261,715, a decrease of 22%. In FY 2015, expenses included a projected \$784,581 transfer to the General Fund. The City has ceased the annual transfer of \$250,000 to the Community Redevelopment Agency.
2. Meter Readers – Funding has been provided for five (5) meter readers and two (2) part-time maintenance workers to assist in cutting the alleys. Also included is \$95,000 for software and equipment for the AMR project and \$40,000 in operating supplies for the division.
3. Water Services – Funding has been provided for four (4) personnel. Provision has also been made in the amount of \$1,260,000 to pay Miami-Dade County Water and Sewer Authority for the purchase of water and \$570,000 to pay the annual Miami Dade County utility permit fee.
4. Sewer Services – Included in this budget is sewer treatment costs payable to Miami-Dade County in the amount of \$2,700,000 and a reserve of \$375,000.
5. Customer Service – This division will handle all customer service calls and requests for service in the Public Utilities Department. The FY 2016 budget for this division is \$65,540.

6. Capital Projects – Water & Sewer – This is a new division established for FY 2016. Included in this division is the Capital Improvement Project (CIP) team overseen by the City Manager. Due to the extent of projects funded by the State Revolving Fund (SRF) loan, as well as those funded by grants, it was necessary to set up a group to oversee project management and compliance. The team consists of the following positions: two (2) Project Managers, and Administrative Assistant, a Maintenance Worker, and an Accountant.

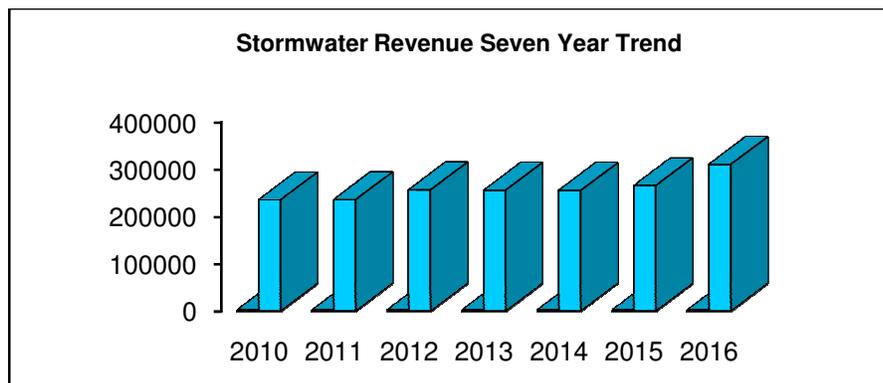
The following Water & Sewer capital projects are funded in the FY 2016 Budget:

| Capital Project | Operating Funds | Loan Funds | Grant Funds | Total Cost |
|--|------------------|---------------------|--------------------|---------------------|
| Public Utilities | | | | |
| Cairo Lane/ NW 127th Street Improvements | \$0 | \$4,500,000 | \$1,000,000 | \$5,500,000 |
| Zone 1 & 2 Improvements | 0 | 11,500,000 | 0 | 11,500,000 |
| Burlington Canal Slope Restoration | 400,000 | 0 | 700,000 | 1,100,000 |
| 38th Ave Roadway Improvements | 0 | 280,358 | 319,642 | 600,000 |
| Total | \$400,000 | \$16,280,358 | \$2,019,642 | \$18,700,000 |

STORMWATER FUND - MAJOR REVENUE SOURCE

Stormwater Utility Fund – Revenues collected are used to fund operating expenses and capital improvements which are directly related to management of storm water. This utility is currently staffed with two (2) employees and includes the contract with Miami-Dade County for canal cleaning services. The FY 2016 estimated budget is \$10,536,300 and is comprised as shown in the following table. The FY 2016 budget includes \$346,325 to pay Miami Dade County for canal cleaning services, \$68,020 for the lease and maintenance costs of the street sweeper, and \$9,580,360 in capital projects funded by SRF dollars. There is a new division established in FY 2016 to account for Capital Projects for the Storm Water Division.

| 2010 Audited | 2011 Audited | 2012 Audited | 2013 Audited | 2014 Audited | 2015 Projected | 2016 Adopted |
|--------------|--------------|--------------|--------------|--------------|----------------|--------------|
| \$234,934 | \$235,424 | \$256,289 | \$242,628 | \$268,001 | \$265,000 | \$330,000 |



Stormwater Revenues and Expenditures

| Revenues | FY 2015 Projected | FY 2016 Adopted |
|----------------------------|-------------------|---------------------|
| User Fees | \$265,000 | \$330,000 |
| Transfer from Net Earnings | 265,470 | 520,180 |
| Grant Revenue | 0 | 1,300,000 |
| State Revolving Loan | 179,205 | 8,880,360 |
| Total | \$709,675 | \$11,030,540 |

| Expenditures | FY 2015 Projected | FY 2016 Adopted |
|-----------------------|-------------------|---------------------|
| Salaries and Benefits | \$69,601 | \$149,405 |
| Operating expenses | 371,271 | 444,755 |
| Capital Outlay | 268,803 | 10,436,380 |
| Total | \$709,675 | \$11,030,540 |

SPECIAL REVENUE FUNDS

The City has three (3) Special Revenue Funds which are receiving funding from outside sources. These programs enhance the principal public safety and the physical environment components which are funded by the General Fund.

| Special Revenue Fund | Grant/Revenue | City's Contribution | Total |
|-------------------------|--------------------|---------------------|--------------------|
| Special Law Enforcement | \$5,000 | \$0 | \$5,000 |
| Transportation | 938,870 | 0 | 938,870 |
| CRA | 65,000 | 0 | 65,000 |
| Totals | \$1,008,870 | \$0 | \$1,008,870 |

The **Special Law Enforcement Fund** accounts for proceeds from the State's law enforcement trust fund, fines, and forfeitures. Dollars from monthly fine proceeds are primarily used towards training. The FY 2016 revenue budget includes \$5,000 from the State.

Transportation (formerly PTT) Fund -The City has budgeted \$938,870 in the Transportation Tax Fund to fund the Bus Circulator (\$228,870) and the following projects:

| | |
|-------------------------------|-----------|
| Roadway Milling & Resurfacing | \$650,000 |
| Bus Shelters | \$60,000 |

The City is anticipating \$550,000 in current year PTT proceeds and will carry forward the unused portion from prior years' proceeds to FY 2015 to complete the above mentioned projects. Revenue estimates are

provided by Miami Dade County and any used dollars will be carried forward to be used within the next five years. The City will also use Local Option Gas Tax dollars towards these projects.

Transportation Fund revenue includes the following:

| | |
|-------------------------------|------------------|
| Local Option Gas Tax - 5 cent | \$210,145 |
| Local Option Gas Tax - 3 cent | 80,725 |
| Grant - SFRTA (JARC) | 98,000 |
| CITT Revenue | 550,000 |
| Trans In - Fund Balance | 0 |
| Total | <u>\$938,870</u> |

Community Redevelopment Agency (CRA Fund) – The CRA fund was established to account for activities of the Community Redevelopment Agency. This plan and agency was approved by the City Commission in FY 2011 to spearhead physical and economic development in the City of Opa-locka. The CRA Fund will receive a total of \$65,000 in TIFF and City ad valorem tax revenues, combined. The Community Development Department has taken over operations of the CRA Fund.

Direct and Indirect Expenses

In FY 2011, we amended the way we account for direct and indirect expenses in the Enterprise Funds. In previous years, expenses that were shared between funds were charged 100% in the General Fund and an administrative reimbursement was then made from the Enterprise Funds to the General Fund. We are now charging direct expenses (those that are specifically associated to a program and clearly identifiable) to the Enterprise Funds and specifically identify indirect costs that will be an administrative charge payable from the Enterprise Funds to the General Fund.

Direct Expenses that were previously charged 100% in the General Fund and now charged to Enterprise Funds as clearly identifiable expenses include:

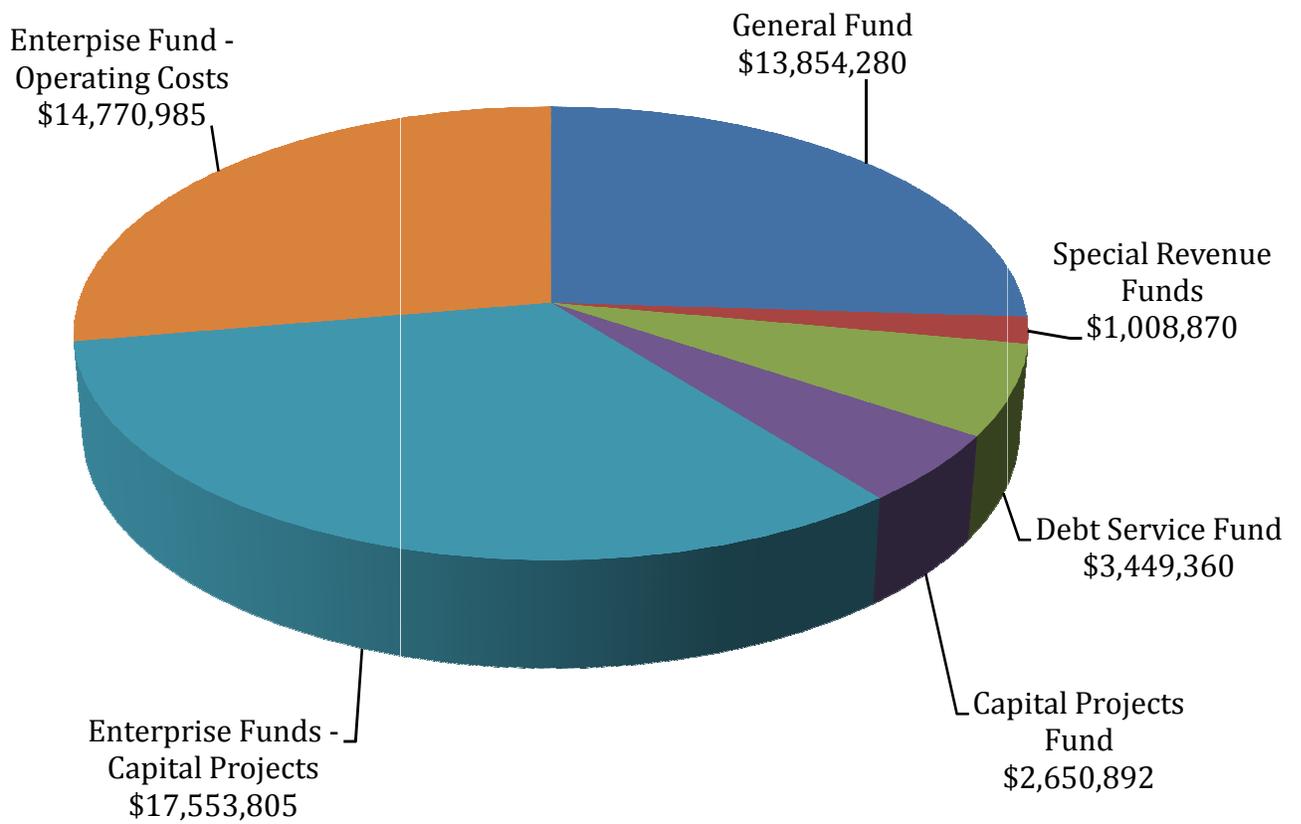
- Utility Billing staff and operating costs
- Sungard software maintenance costs – the maintenance costs for the Utility Billing system can be charged directly to the Water & Sewer Fund
- FPL Costs – the energy costs for the pump stations can be charged to the Water & Sewer Fund and since the Opa-locka Youth Academy grant personnel uses the Young, Bowers & Brown building for their operations, a portion of the energy costs for that building can be charged to the grant.
- Fuel Costs – the new fuel master system will allow us to charge the fuel used for programs directly to the appropriate fund. For example, the fuel used in the meter reader trucks will be charged directly to the Water & Sewer Fund and the fuel used in the garbage truck will be charged directly to the Solid Waste Fund.

The following Indirect Expenses are an administrative charge payable from the Enterprise Funds to the General Fund.

- A percentage of the Finance Department, MIS Department, Office of the City Clerk, City Attorney, and City Commission time that supports Enterprise Fund activities.
- The City Manager's and Finance Department administration staff time will be allocated to the Enterprise Funds based on the proportion of the Enterprise Funds budget to the total budget.
- The Accounts Payable Clerk and the Purchasing Officer's time will be allocated based on the number of checks printed and purchase orders issued.
- The Human Resources staff time will be allocated based on the number of employees in the Enterprise Funds.
- The Code Enforcement Division based on the number of citations written.

This change in our methodology is compliant with Generally Accepted Account Principles (GAAP) and will allow for consistency from year to year.

FY 2015-2016 Adopted Budget - \$53,288,192



| CITY OF OPA-LOCKA | | | | | | | |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| SUMMARY OF ALL FUNDS REVENUE | | | | | | | |
| FY 2015-2016 | | | | | | | |
| REVENUE SOURCE BY LINE ITEM | FY 2013 AUDITED | FY 2014 ADOPTED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 PROPOSED | |
| AD VALOREM TAXES | \$ 5,842,217 | \$ 6,359,842 | \$ 5,450,485 | \$ 5,450,485 | \$ 5,450,485 | \$ 5,948,725 | |
| FRANCHISE FEES | 1,446,218 | 1,399,957 | 1,538,100 | 1,526,685 | 1,526,685 | 1,616,600 | |
| UTILITY TAXES | 1,649,298 | 1,633,791 | 1,611,900 | 1,592,000 | 1,592,000 | 36,900 | |
| LOCAL OPTION GAS TAXES | 275,189 | 279,767 | 281,210 | 284,500 | 284,500 | - | |
| LICENSES & PERMITS | 683,509 | 838,239 | 887,800 | 776,210 | 776,210 | 869,600 | |
| STATE GRANTS | 667,676 | 352,540 | 442,645 | 242,386 | 242,386 | 251,350 | |
| STATE SHARED REVENUE | 14,141 | 13,842 | 28,300 | 19,300 | 19,300 | 19,000 | |
| OTHER SHARED REV/COUNTY | 49,245 | 59,824 | 49,000 | 54,085 | 54,085 | 53,500 | |
| CHARGES FOR SERVICES | 48,446 | 98,722 | 103,050 | 76,230 | 76,230 | 80,050 | |
| FINES & FORFEITURES | 311,345 | 413,675 | 1,094,600 | 465,785 | 465,785 | 644,050 | |
| INTEREST | 8,000 | 314 | 8,000 | 655 | 655 | 1,000 | |
| OTHER REVENUES | 507,737 | 500,213 | 211,810 | 347,880 | 347,880 | 509,130 | |
| OTHER FINANCING SOURCES | 1,585,501 | 5,259,830 | 3,195,860 | 3,265,441 | 3,265,441 | 3,824,375 | |
| TOTAL GENERAL FUND | 13,088,522 | 17,210,556 | 14,902,760 | 14,101,640 | 14,101,640 | 13,854,280 | |
| NON GENERAL FUND REVENUES | | | | | | | |
| CAPITAL IMPROV DEBT SERVICE | 1,606,880 | 1,740,055 | 1,727,390 | 1,727,390 | 1,727,390 | 3,449,360 | |
| CAPITAL ACQUISITION | - | - | - | - | - | - | |
| CAPITAL PROJECT | 63,374 | 1,588,474 | 10,900,000 | 600,000 | 600,000 | 2,650,892 | |
| TOTAL CAPITAL PROJECTS FUND | 1,670,254 | 3,328,529 | 12,627,390 | 2,327,390 | 2,327,390 | 6,100,252 | |
| SOLID WASTE | 975,544 | 1,137,874 | 1,500,000 | 1,287,060 | 1,287,060 | 1,205,230 | |
| WATER & SEWER | 8,515,040 | 8,290,216 | 25,250,170 | 11,156,469 | 11,156,469 | 19,089,020 | |
| STORM WATER UTILITY | 242,628 | 268,001 | 13,794,775 | 709,675 | 709,675 | 11,030,540 | |
| URGENT CARE CENTER | - | - | - | - | - | 500,000 | |
| TOWN CENTER ONE | - | - | - | - | - | 500,000 | |
| TOTAL ENTERPRISE FUNDS | 9,733,212 | 9,696,091 | 40,544,945 | 13,153,204 | 13,153,204 | 32,324,790 | |
| SPECIAL LAW ENF | 42,622 | 101,782 | 5,000 | 118,950 | 118,950 | 5,000 | |
| DEPT OF JUSTICE AFTER CARE | - | - | - | - | - | - | |
| CRIME PREVENTION | 55,266 | 1,000 | - | - | - | - | |
| TRANSPORTATION | 603,115 | 572,297 | 2,713,330 | 564,000 | 564,000 | 938,870 | |
| COMM REDEV AGENCY GRANT | 104,167 | 142,821 | 250,000 | 108,505 | 108,505 | 65,000 | |
| TOTAL SPECIAL REVENUE FUNDS | 805,170 | 817,900 | 2,968,330 | 791,455 | 791,455 | 1,008,870 | |
| TOTAL REVENUE ALL FUNDS | \$ 25,297,158 | \$ 31,053,076 | \$ 71,043,425 | \$ 30,373,689 | \$ 30,373,689 | \$ 53,288,192 | |

| CITY OF OPA-LOCKA | | | | | | | |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|----------------------|
| SUMMARY OF ALL FUNDS EXPENDITURES | | | | | | | |
| FY 2015-2016 | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 ADOPTED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2015 BUDGET REQUESTS | FY 2016 PROPOSED |
| CITY COMMISSION | \$ 177,377 | \$ 171,107 | \$ 135,000 | \$ 169,332 | \$ 169,332 | \$ 136,680 | \$ 175,175 |
| OFFICE OF THE CITY MANAGER | 752,802 | 873,505 | 678,315 | 669,416 | 669,416 | 708,575 | 730,135 |
| NON DEPARTMENTAL DIVISION | 1,692,784 | 1,359,427 | 1,023,045 | 1,234,725 | 1,234,725 | 794,160 | 826,630 |
| HUMAN RESOURCES | 357,079 | 397,004 | 393,350 | 352,500 | 352,500 | 371,353 | 811,375 |
| OFFICE OF THE CITY CLERK | 464,953 | 400,609 | 379,800 | 327,229 | 327,229 | 406,741 | 327,545 |
| INFORMATION TECHNOLOGY | 285,427 | 304,100 | 301,950 | 288,788 | 288,788 | 290,310 | 281,850 |
| FINANCE ADMINISTRATION | 589,927 | 660,700 | 595,050 | 466,801 | 466,801 | 618,700 | 600,785 |
| OFFICE OF THE CITY ATTORNEY | 465,417 | 393,060 | 275,000 | 290,000 | 290,000 | 330,000 | 330,000 |
| COMMUNITY DEVELOPMENT | 513,469 | 505,607 | 557,255 | 448,504 | 448,504 | 375,765 | 328,310 |
| CODE ENFORCEMENT | 342,328 | 351,484 | 266,835 | 283,354 | 283,354 | 284,445 | 247,418 |
| CONTINGENCIES | - | 95,990 | 10,000 | - | - | 10,000 | - |
| POLICE | 5,609,832 | 6,274,592 | 5,791,525 | 5,719,798 | 5,719,798 | 6,285,971 | 5,644,597 |
| BUILDING & LICENSES | 344,719 | 307,620 | 396,075 | 290,146 | 290,146 | 793,439 | 283,795 |
| PUBLIC WORKS | 2,459,592 | 2,435,217 | 2,010,335 | 1,975,917 | 1,975,917 | 2,516,447 | 1,592,545 |
| SPECIAL EVENTS - C/MGR DEPT | 86,517 | 108,480 | 35,000 | 82,764 | 82,764 | 60,000 | 97,000 |
| PARKS & RECREATION | 1,033,783 | 1,095,728 | 1,149,225 | 1,012,365 | 1,012,365 | 1,101,875 | 947,120 |
| TRANSFERS OUT - OPERATIONS | 48,492 | - | 25,000 | 25,000 | 25,000 | 173,000 | 65,000 |
| RESERVES INCL SICK/ANNUAL | - | 6,590 | 465,000 | 465,000 | 465,000 | 565,000 | 565,000 |
| TOTAL GENERAL FUND | \$ 15,224,498 | \$ 15,740,820 | \$ 14,487,760 | \$ 14,101,640 | \$ 14,101,640 | \$ 15,822,460 | \$ 13,854,280 |
| SOLID WASTE | \$ 1,214,900 | \$ 1,225,943 | \$ 1,500,000 | \$ 1,287,060 | \$ 1,287,060 | \$ 1,279,927 | \$ 1,205,230 |
| WATER & SEWER | 7,625,137 | 12,672,512 | 25,250,170 | 11,156,469 | 11,156,469 | 29,013,850 | 19,089,020 |
| STORMWATER UTILITY | 298,337 | 701,958 | 13,794,775 | 709,675 | 709,675 | 24,166,118 | 11,030,540 |
| URGENT CARE CENTER | - | - | - | - | - | - | 500,000 |
| TOWN CENTER ONE | - | - | - | - | - | - | 500,000 |
| TOTAL ENTERPRISE FUND | \$ 9,138,374 | \$ 14,600,413 | \$ 40,544,945 | \$ 13,153,204 | \$ 13,153,204 | \$ 54,459,895 | \$ 32,324,790 |
| CAPITAL IMP DEBT SERVICE | \$ 1,606,880 | \$ 1,721,255 | \$ 1,727,390 | \$ 1,727,390 | \$ 1,727,390 | \$ 3,449,360 | \$ 3,449,360 |
| CAPITAL ACQUISITION | - | - | - | - | - | - | - |
| CAPITAL IMPROVEMENTS | 3,020,864 | 1,625,132 | 10,900,000 | 600,000 | 600,000 | 2,088,642 | 2,650,892 |
| TOTAL CAPITAL PROJ FUND | \$ 4,627,744 | \$ 3,346,387 | \$ 12,627,390 | \$ 2,327,390 | \$ 2,327,390 | \$ 5,538,002 | \$ 6,100,252 |
| SPECIAL LAW ENFORCEMENT | \$ 5,657 | \$ 31,636 | \$ 5,000 | \$ 118,950 | \$ 118,950 | \$ 5,000 | \$ 5,000 |
| OPALOCKA YOUTH ACADEMY / | (1,239) | (456) | - | - | - | - | - |
| CRIME PREVENTION | 126,514 | 37,493 | - | - | - | - | - |
| TRANSPORTATION | 1,418,509 | 856,782 | 2,713,330 | 564,000 | 564,000 | 1,073,355 | 938,870 |
| CRA | 135,401 | 140,264 | 250,000 | 108,505 | 108,505 | 230,000 | 65,000 |
| TOTAL SPECIAL REVENUE FUN | \$ 1,684,842 | \$ 1,065,719 | \$ 2,968,330 | \$ 791,455 | \$ 791,455 | \$ 1,308,355 | \$ 1,008,870 |
| TOTAL EXPENDITURES ALL FUN | \$ 30,675,458 | \$ 34,753,339 | \$ 70,628,425 | \$ 30,373,689 | \$ 30,373,689 | \$ 77,128,712 | \$ 53,288,192 |

| CITY OF OPA-LOCKA | | | | | | | |
|--------------------------------|--------------------------|--------------------|--------------------|----------------------|--------------------|---------------------|------------------|
| GENERAL FUND REVENUE SUMMARY | | | | | | | |
| FY 2015-2016 | | | | | | | |
| REVENUE SOURCE BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 PROPOSED | |
| 311100 | AD VALOREM TAXES | \$ 5,842,217 | \$ 6,359,842 | \$ 5,450,485 | \$ 5,450,485 | \$ 5,450,485 | \$ 5,948,725 |
| 314100 | UTILITY TAX - FPL | 1,080,088 | 1,116,247 | 1,100,000 | 1,100,000 | 1,100,000 | - |
| 314400 | UTILITY TAX - CITY | 18,285 | 27,477 | 18,900 | 18,900 | 18,900 | 18,900 |
| 314500 | STATE/FLA TELECOMM | 526,127 | 469,614 | 475,000 | 455,000 | 455,000 | - |
| 314900 | UTILITY TAX - OTHER | 24,798 | 20,453 | 18,000 | 18,100 | 18,100 | 18,000 |
| UTILITY TAXES | | 1,649,298 | 1,633,791 | 1,611,900 | 1,592,000 | 1,592,000 | 36,900 |
| 312405 | LOCAL OPTION GAS (5) | 198,817 | 200,554 | 202,840 | 205,000 | 205,000 | - |
| 312410 | LOCAL OPTION GAS (3) | 76,372 | 79,213 | 78,370 | 79,500 | 79,500 | - |
| LOCAL OPTION GAS TAXES | | 275,189 | 279,767 | 281,210 | 284,500 | 284,500 | - |
| 313100 | FRANCHISE FEE - FPL | 926,365 | 1,059,654 | 1,185,000 | 1,185,000 | 1,185,000 | 1,200,000 |
| 313170 | FRANCHISE FEE-WASTE | 480,195 | 285,393 | 300,000 | 281,600 | 281,600 | 360,000 |
| 313400 | FRANCHISE FEE - CITY GAS | 21,623 | 22,100 | 28,000 | 28,000 | 28,000 | 28,000 |
| 313600 | FRANCHISE FEE - BENCH | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 |
| 313700 | FRANCHISE FEE - BFI | 14,435 | 29,210 | 21,500 | 28,485 | 28,485 | 25,000 |
| FRANCHISE FEES | | 1,446,218 | 1,399,957 | 1,538,100 | 1,526,685 | 1,526,685 | 1,616,600 |
| 321050 | OCCUP. LICENSES | 118,767 | 232,340 | 355,000 | 300,000 | 300,000 | 340,000 |
| 321150 | OCC LICENSE-FIELD | 4,530 | 4,672 | 5,500 | 5,500 | 5,500 | 6,000 |
| 321200 | OCC LICENSE-LATE PENALTY | 7,812 | 10,748 | 11,500 | 16,000 | 16,000 | 14,000 |
| 322110 | BUILDING PERMITS | 336,562 | 235,560 | 210,000 | 190,000 | 190,000 | 220,000 |
| 322130 | ALARM REGISTRATION | 1,450 | 2,400 | 1,800 | 1,800 | 1,800 | 1,800 |
| 322200 | ELECTRICAL PERMITS | 71,704 | 34,135 | 52,000 | 49,500 | 49,500 | 51,000 |
| 322300 | PLUMBING PERMITS | 43,687 | 15,161 | 35,000 | 28,850 | 28,850 | 30,000 |
| 322400 | CERTIFICATE OF OCCUPANCY | 2,952 | 3,453 | 2,000 | 3,500 | 3,500 | 3,000 |
| 322410 | CERTIFICATE OF USE | 36,400 | 188,498 | 100,000 | 91,000 | 91,000 | 98,000 |
| 322500 | LANDLORD PERMITS | 59,645 | 111,272 | 115,000 | 90,000 | 90,000 | 105,000 |
| 322600 | SPECIAL EVENT PERMIT | - | - | - | 60 | 60 | 800 |
| LICENSES AND PERMITS | | 683,509 | 838,239 | 887,800 | 776,210 | 776,210 | 869,600 |
| 334721 | BYRNE GRANT | 5,855 | - | 32,645 | - | - | 101,350 |
| 334727 | GRANTS - MPO | 54,304 | - | - | - | - | - |
| 334730 | POLICE TECHNOLOGY | - | - | - | - | - | - |
| 334733 | GRANT-SFRTA (JRAC) | 151,038 | 88,420 | 125,000 | 11,741 | 11,741 | - |
| 334734 | GRANT-COMMUNITY CHLLG | 196,355 | 138,387 | 200,000 | 140,000 | 140,000 | - |
| 334735 | GRANT-WAR ON POVERTY | - | - | - | - | - | - |
| 334736 | GRANT-NEA | - | - | - | 30,000 | 30,000 | - |
| 334750 | GRANTS-USDOJ (COPPS) | 260,124 | 125,733 | 85,000 | 41,895 | 41,895 | 150,000 |
| 334792 | HISTORIC PRESERVATION | - | - | - | 18,750 | 18,750 | - |
| 337500 | CRIME PREV GR - CO | - | - | - | - | - | - |
| GRANTS | | 667,676 | 352,540 | 442,645 | 242,386 | 242,386 | 251,350 |
| 335140 | MOBILE HOME LICENSE | 9,026 | 7,965 | 9,900 | 13,500 | 13,500 | 13,000 |
| 335150 | ALCOHOLIC BEVERAGE TAX | 5,115 | 5,877 | 6,500 | 5,800 | 5,800 | 6,000 |
| 335490 | GASOLINE TAX REBATE | - | - | 11,900 | - | - | - |
| SHARED REVENUE - STATE | | 14,141 | 13,842 | 28,300 | 19,300 | 19,300 | 19,000 |
| 338110 | SCHOOL XING GUARD | 49,245 | 46,721 | 45,000 | 45,000 | 45,000 | 45,000 |
| 338200 | OCCUPATIONAL LIC-COUNTY | - | 13,103 | 4,000 | 9,085 | 9,085 | 8,500 |
| SHARED REVENUE - COUNTY | | 49,245 | 59,824 | 49,000 | 54,085 | 54,085 | 53,500 |
| 341100 | EMP'EE OVERTIME RE | - | - | - | 700 | 700 | - |
| 341200 | ZONING & SUB DIV FEE | 14,732 | 24,704 | 12,000 | 35,000 | 35,000 | 12,000 |
| 341210 | IMPACT FEE REVENUE | - | - | 39,000 | - | - | 12,000 |
| 341299 | OTHER COMMUNITY DEV | - | - | 10,000 | - | - | - |
| 341300 | XEROX COPIES | 1,193 | 1,705 | 500 | 2,500 | 2,500 | 1,000 |

CITY OF OPA-LOCKA
GENERAL FUND REVENUE SUMMARY
FY 2015-2016

| REVENUE SOURCE BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 PROPOSED |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
| 341400 NOTARY FEES | - | 20 | 50 | 45 | 45 | 50 |
| 342100 POLICE RECORDS | 6,179 | 21,839 | 5,000 | 6,500 | 6,500 | 6,500 |
| 342120 OFF DUTY REVENUE | 1,612 | 33,279 | 20,000 | 13,750 | 13,750 | 18,500 |
| 343299 OTHER PUBLIC WORKS | - | - | 5,000 | 5,000 | 5,000 | 3,500 |
| 343341 RETURNED CHECKS | - | (20,672) | - | (33,865) | (33,865) | - |
| 343910 LOT MOWING & CLEAR | 1,153 | 2,489 | - | - | - | - |
| 347210 RECR ACTIVITY FEES | 3,150 | 13,670 | 3,500 | 12,000 | 12,000 | 11,500 |
| 347230 RNTL OF PARK FACILITY | 290 | 2,530 | 2,000 | 4,500 | 4,500 | 5,000 |
| 347250 SUMMER PROGRAM RECEIPTS | 587 | 7,493 | - | 6,500 | 6,500 | - |
| 347260 RECREATION DONATION | 9,065 | - | - | - | - | - |
| 347261 FITNESS EQUIPT DONATION | - | - | - | 15,500 | 15,500 | - |
| 347270 REC FOOTBALL PROGRAM | 10,485 | 11,665 | 6,000 | 5,000 | 5,000 | 10,000 |
| 347900 DONATIONS & CONTRIBUTE | - | - | - | 3,100 | 3,100 | - |
| CHARGES FOR SERVICES | 48,446 | 98,722 | 103,050 | 76,230 | 76,230 | 80,050 |
| 351100 COURT FINES - COUNTY | 133,394 | 53,153 | 75,000 | 60,000 | 60,000 | 90,000 |
| 354100 CODE ENF VIOLATION | 110,450 | 253,235 | 540,000 | 250,000 | 250,000 | 280,000 |
| 354110 CODE ENF LATE FEE | - | 6,382 | 5,000 | 9,500 | 9,500 | 6,500 |
| 354111 CODE ENF INSPECTION FEE | - | 6,238 | 5,000 | 12,000 | 12,000 | 9,500 |
| 354112 CODE ENF POSTAGE | - | 2,048 | 1,000 | 5,000 | 5,000 | 4,500 |
| 354113 CODE ENF NUSIANCE | - | 1,464 | 2,500 | 4,500 | 4,500 | 4,000 |
| 354115 CODE ENF LANLORD TENANT | - | 78 | 100 | 10 | 10 | 50 |
| 354116 CODE ENF RELEASE FEE | - | 3,237 | 3,500 | 2,100 | 2,100 | 2,500 |
| 354117 CODE ENF NUISANCE ABATE | - | - | - | 25 | 25 | - |
| 354120 CODE ENF BROAD | 272 | 2,649 | 2,500 | 2,500 | 2,500 | 2,000 |
| 354130 FALSE ALARM PENALTY | - | - | 10,000 | - | - | 15,000 |
| 354140 RED LIGHT CAMERA FINE | 67,089 | 85,106 | 450,000 | 120,000 | 120,000 | 230,000 |
| 359120 RETURNED CHECK PENALTY | 140 | 85 | - | 150 | 150 | - |
| FINES AND FORFEITURES | 311,345 | 413,675 | 1,094,600 | 465,785 | 465,785 | 644,050 |
| 361100 INTEREST EARNED | 8,000 | 314 | 8,000 | 655 | 655 | 1,000 |
| 362100 LEASE & RENTAL INC | 12,663 | - | - | - | - | 18,000 |
| POLICE TAKE HOME VEHICLE | - | - | - | - | - | 75,000 |
| 364100 SALE OF FIXED ASSETS | 249,361 | - | - | 50,000 | 50,000 | 183,000 |
| 364110 INS REIMB LOSS OF ASSETS | 92,608 | 57,257 | - | 75,200 | 75,200 | 50,000 |
| 364120 AUCTION PROCEEDS | - | 162,207 | - | - | - | - |
| 366903 FOURTH OF JULY SPONSOR | 17,990 | 30,840 | 20,000 | 37,500 | 37,500 | 26,000 |
| 366904 MAYORS WOMENS INITIATIVE | 320 | 250 | 200 | - | - | - |
| 366905 MARTIN LUTHER KING | - | 1,000 | 1,000 | - | - | - |
| 366906 FESTIVAL PROCEEDS | - | - | 75,000 | - | - | - |
| 366907 KELVIN'S CHURCH CARNIVAL | - | - | - | 1,250 | 1,250 | 3,000 |
| 366908 STATE OF THE CITY | - | - | - | 2,000 | 2,000 | - |
| 366909 CITY BIRTHDAY CELEBRATION | - | - | - | 3,210 | 3,210 | 25,000 |
| 366910 SUMMER YOUTH HIRING | - | - | - | 15,775 | 15,775 | - |
| HOLIDAY FOOD & GIFT GIVING | - | - | - | - | - | 16,000 |
| 366999 OTHER CONT & DONATIONS | 31,335 | 27,432 | 35,000 | 45,000 | 45,000 | 18,000 |
| 369200 WORKER'S COMP | 22,499 | 29,366 | 5,000 | 13,500 | 13,500 | 10,000 |
| 369900 OTHER MISC REVENUE | 73,524 | 140,072 | 40,100 | 40,000 | 40,000 | 50,000 |
| 369904 TOWING | 5,007 | 5,800 | 10,500 | 24,500 | 24,500 | 10,030 |
| 369914 REFUND OF TRAVEL | - | 976 | - | 1,500 | 1,500 | - |
| 369915 REFUND OF HOTEL | - | - | - | 210 | 210 | - |
| 369950 WITNESS FEES | - | 8 | 10 | 180 | 180 | 100 |
| 369960 LIEN SEARCH & RELEASE | 2,430 | 45,005 | 25,000 | 38,055 | 38,055 | 25,000 |
| MISCELLANEOUS REVENUES | 507,737 | 500,213 | 211,810 | 347,880 | 347,880 | 509,130 |
| 381010 TRANSFER IN - FUND BALANC | - | - | 440,000 | - | - | - |
| 381220 TRANS IN-UNREST DEBT SVC | 969,100 | 1,057,169 | 1,088,535 | 1,088,535 | 1,088,535 | 2,286,440 |
| 381320 TRANS IN - CAP PROJECT | 90,000 | - | 275,000 | - | - | - |
| 381440 TRANS IN WATER SEWER | - | 3,125,106 | - | 784,581 | 784,581 | - |
| 389030 ADM REIMB SOLID WASTE | 63,990 | 121,160 | 129,445 | 129,445 | 129,445 | 54,060 |
| 389040 ADM REIMB WATER & SWR | 290,942 | 942,500 | 1,249,550 | 1,249,550 | 1,249,550 | 1,413,875 |
| 389050 ADM REIMB STORM WATER | 8,506 | 13,895 | 13,330 | 13,330 | 13,330 | 65,000 |
| ADM REIMB TOWN CENTER | - | - | - | - | - | 5,000 |
| TRANSFERS | 1,422,538 | 5,259,830 | 3,195,860 | 3,265,441 | 3,265,441 | 3,824,375 |
| 399010 LOAN PROCEEDS | 162,963 | - | - | - | - | - |
| NON-OPERATING | 162,963 | - | - | - | - | - |
| TOTAL GENERAL FUND REVENUE | \$ 13,088,522 | \$ 17,210,556 | \$ 14,902,760 | \$ 14,101,640 | \$ 14,101,640 | \$13,854,280 |

| CITY OF OPA-LOCKA | | | | | | | |
|--|-------------------------|--------------------|--------------------|----------------------|--------------------|---------------------|------------|
| SPECIAL REVENUE FUNDS SUMMARY | | | | | | | |
| FY 2015-2016 | | | | | | | |
| REVENUE SOURCE BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 PROPOSED | |
| 165 - POLICE SPECIAL LAW ENFORCEMENT FUND | | | | | | | |
| 335210 | LAW ENF TRAINING | 5,000 | 4,000 | 5,000 | 72,500 | 72,500 | 5,000 |
| 338100 | COURT FORFEITURES | 37,622 | 97,782 | - | 46,450 | 46,450 | |
| TOTAL SPECIAL LAW ENFORCEMENT FUN | | \$ 42,622 | \$ 101,782 | \$ 5,000 | \$ 118,950 | \$ 118,950 | \$ 5,000 |
| 171 - OPA-LOCKA YOUTH ACADEMY - DJJ | | | | | | | |
| 337500 | GRANT REVENUE | | - | - | - | - | - |
| TOTAL OPA-LOCKA YOUTH ACADEMY | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 172 - CRIME PREVENTION FUND | | | | | | | |
| 337500 | CRIME PREV GR - COUNTY | 7,846 | 1,000 | - | - | - | - |
| 334735 | WAR ON POVERTY | 9,000 | - | - | - | - | - |
| 347900 | DONATIONS | 345 | - | - | - | - | - |
| 381010 | TRANS IN - GENERAL FUND | 38,075 | - | - | - | - | - |
| TOTAL CRIME PREVENTION FUND | | \$ 55,266 | \$ 1,000 | \$ - | \$ - | \$ - | \$ - |
| 176 - TRANSPORATION FUND | | | | | | | |
| 312405 | LOCAL OPTION GAS (5) | - | - | - | - | - | 210,145 |
| 312410 | LOCAL OPTION GAS (3) | - | - | - | - | - | 80,725 |
| 334733 | GRANT-SFRTA (JARC) | | | | | | 98,000 |
| 334950 | CITT REVENUE | 603,115 | 572,297 | 460,000 | 564,000 | 564,000 | 550,000 |
| 383010 | TRANS IN - FUND BALANCE | | | 2,253,330 | - | - | - |
| TOTAL TRANSPORATION FUND | | \$ 603,115 | \$ 572,297 | \$ 2,713,330 | \$ 564,000 | \$ 564,000 | \$ 938,870 |
| 177 - COMMUNITY REDEVELOPMENT AGENCY FUND | | | | | | | |
| | AD VALOREM - COUNTY | - | - | - | - | - | 25,000 |
| | AD VALOREM - CITY | - | - | - | - | - | 40,000 |
| 381440 | TRANS IN WATER SEWER | 104,167 | 142,821 | 250,000 | 108,505 | 108,505 | - |
| TOTAL COMMUNITY REDEVELOPMENT AC | | \$ 104,167 | \$ 142,821 | \$ 250,000 | \$ 108,505 | \$ 108,505 | \$ 65,000 |

| CITY OF OPA-LOCKA | | | | | | | |
|--|--|--------------------|--------------------|----------------------|--------------------|---------------------|--------------|
| CAPITAL PROJECTS FUNDS OPERATING REVENUE SUMMARY | | | | | | | |
| FY 2015-2016 | | | | | | | |
| REVENUE SOURCE BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 PROPOSED | |
| 230 | CAPITAL IMPROVEMENT DEBT SERVICE FUND | | | | | | |
| 335120 | STATE REV SHARING | \$ 550,414 | \$ 538,038 | \$ 552,705 | \$ 552,705 | \$ 552,705 | \$ 603,160 |
| 335180 | LOCAL GOVT SALES TAX | 1,056,466 | 1,118,017 | 1,174,685 | 1,174,685 | 1,174,685 | 1,291,200 |
| 384010 | DEBT PROCEEDS | - | 84,000 | - | - | - | - |
| | UTILITY TAX - FPL | - | - | - | - | - | 1,100,000 |
| | STATE/FLA TELECOMM | - | - | - | - | - | 455,000 |
| | TOTAL CAPITAL IMPROVEMENT DEBT SER | \$ 1,606,880 | \$ 1,740,055 | \$ 1,727,390 | \$ 1,727,390 | \$ 1,727,390 | \$ 3,449,360 |
| 320 | CAPITAL PROJECTS FUND | | | | | | |
| 331691 | GRANTS-CDBG SEGAL | 332,734 | 1,028,640 | - | - | - | - |
| 331692 | GRANTS-GOB SHERBNDY | (316,000) | - | - | - | - | - |
| 331694 | GRANTS-GOB1 CITY HALL | - | 559,750 | 1,900,000 | 512,500 | 512,500 | 1,622,750 |
| 331695 | BROWNSFIELD GRANT-USPEA | - | - | - | - | - | 400,000 |
| 331696 | GRANTS-CDBG ALI BABA | - | - | - | - | - | 221,000 |
| | GRANTS-CDBG 38TH AVE | - | - | - | - | - | 319,642 |
| 334733 | GRANT-SFRTA (JRAC) | (75,664) | - | - | - | - | - |
| 334791 | HISTORIC PRESERVATION | - | - | - | 87,500 | 87,500 | 87,500 |
| 334930 | STATE GRANTS - FDE | 122,304 | - | 500,000 | - | - | - |
| 361100 | INTEREST EARNED | - | 84 | - | - | - | - |
| 381001 | TRANS IN - GENERAL FUND | - | - | - | - | - | - |
| 399020 | BANK LOAN PROCEEDS | - | - | 8,500,000 | - | - | - |
| | TOTAL CAPITAL PROJECTS FUND | \$ 63,374 | \$ 1,588,474 | \$ 10,900,000 | \$ 600,000 | \$ 600,000 | \$ 2,650,892 |

| CITY OF OPA-LOCKA | | | | | | | |
|--|------------------------------------|--------------------|--------------------|----------------------|--------------------|---------------------|--------------|
| ENTERPRISE FUNDS OPERATING REVENUE SUMMARY | | | | | | | |
| FY 2015-2016 | | | | | | | |
| REVENUE SOURCE BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 PROPOSED | |
| 410 | SOLID WASTE FUND | | | | | | |
| 343400 | WASTE & GARBAGE FEES | \$ 975,544 | \$ 1,137,874 | \$ 1,500,000 | \$ 1,287,060 | \$ 1,287,060 | \$ 1,205,230 |
| TOTAL SOLID WASTE FUND | | 975,544 | 1,137,874 | 1,500,000 | 1,287,060 | 1,287,060 | 1,205,230 |
| 440 | WATER & SEWER FUND | | | | | | |
| 334700 | GRANTS | - | 551,964 | 1,211,000 | - | - | 400,000 |
| 343310 | WATER REVENUE | 3,654,373 | 3,014,573 | 4,000,000 | 3,500,000 | 3,500,000 | 3,800,000 |
| 343330 | FIRE LINE CHARGES | 2,093 | 2,257 | 2,000 | 2,100 | 2,100 | 2,000 |
| 343340 | FIRE HYDRANT CHARGE | 58,447 | 70,150 | 95,000 | 75,000 | 75,000 | 75,000 |
| 343341 | RETURNED CHECKS | (18,665) | (11,640) | - | (4,500) | (4,500) | - |
| 343342 | RETURNED CK CHR | 68,083 | 5,521 | 1,500 | 1,500 | 1,500 | 1,500 |
| 343343 | RE-CONNECT FEE | 46,152 | 36,782 | 45,000 | 35,000 | 35,000 | 40,000 |
| 343344 | LOCK METER FEE | 3,865 | 3,705 | 2,000 | 1,300 | 1,300 | 1,500 |
| 343345 | REMOVE METER FEE | 490 | (759) | 300 | (80) | (80) | 250 |
| 343346 | PLUG LINE FEE | 2,550 | 750 | 700 | - | - | - |
| 343347 | BROKEN LOCK FEE | 80 | 90 | - | 50 | 50 | 200 |
| 343348 | NEW SERVICE APPLICATION | - | 926 | - | 50 | 50 | 200 |
| 343349 | W & S VERIFICATION | - | - | - | 700 | 700 | 1,000 |
| 343350 | WATER SRV INSTALLATION | 5,085 | - | 1,000 | 2,180 | 2,180 | 2,500 |
| 343510 | SEWER REVENUE | 4,087,920 | 4,041,635 | 4,500,000 | 4,100,000 | 4,100,000 | 4,172,065 |
| 361050 | WATER & SEWER/LIEN | - | 18,284 | - | - | - | - |
| 361100 | INTEREST EARNED | - | - | - | - | - | - |
| 369900 | OTHER MISC REVENUE | 7,174 | 32,055 | 1,000 | 1,800 | 1,800 | 1,000 |
| 369901 | DERM REVENUE SERVICE | 548,969 | 498,448 | - | 510,000 | 510,000 | 550,000 |
| 369902 | EXCISE TAX | - | - | - | 5,000 | 5,000 | - |
| 369960 | LIEN SEARCH & RELEASE | 38,008 | 20,125 | 30,000 | 1,600 | 1,600 | 2,500 |
| 369961 | DADE COUNTY LIEN RELEASE | - | 1,880 | - | 1,200 | 1,200 | 1,500 |
| 369962 | OPA LOCKA LIEN RELEASE | - | 3,470 | - | 2,000 | 2,000 | 1,500 |
| 381001 | TRANSFER IN FROM G/F | 10,416 | - | 25,000 | 25,000 | 25,000 | - |
| 383010 | TRANS IN - FUND BALANCE | - | - | 1,748,810 | 2,143,701 | 2,143,701 | 1,736,305 |
| 384110 | STATE REV LOAN-WTR | - | - | 7,301,770 | 132,114 | 132,114 | 4,150,000 |
| 384120 | STATE REV LOAN-SWR | - | - | 6,285,090 | 620,754 | 620,754 | 4,150,000 |
| TOTAL WATER & SEWER FUND | | \$ 8,515,040 | \$ 8,290,216 | \$ 25,250,170 | \$ 11,156,469 | \$ 11,156,469 | \$19,089,020 |
| 450 | STORM WATER MANAGEMENT FUND | | | | | | |
| 331690 | FEDERAL GRANTS | - | - | 1,019,413 | - | - | 1,300,000 |
| 343800 | STORM WATER REVENUE | 242,628 | 268,001 | 255,000 | 265,000 | 265,000 | 330,000 |
| 383010 | TRANS IN - FUND BALANCE | - | - | 282,070 | 265,470 | 265,470 | 520,180 |
| 384130 | STATE REV LOAN-STRM WTR | - | - | 12,238,292 | 179,205 | 179,205 | 8,880,360 |
| TOTAL STORM WATER MANAGEMENT FU | | \$ 242,628 | \$ 268,001 | \$ 13,794,775 | \$ 709,675 | \$ 709,675 | \$11,030,540 |
| 480 | URGENT CARE CENTER | | | | | | |
| | LEASE AND RENTAL INCOME | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |
| | OTHER CONT & DONATIONS | - | - | - | - | - | - |
| | OTHER MISC REVENUE | - | - | - | - | - | - |
| TOTAL URGENT CARE CENTER | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |
| 490 | TOWN CENTER ONE | | | | | | |
| | LEASE AND RENTAL INCOME | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |
| | OTHER CONT & DONATIONS | - | - | - | - | - | - |
| | OTHER MISC REVENUE | - | - | - | - | - | - |
| TOTAL TOWN CENTER ONE | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |

| CITY OF OPA-LOCKA | | | | | | |
|---|--------------------|--------------------|-------------------|------------------|------------------|-------------------|
| SUMMARY OF ALL EXPENDITURES BY CATEGORY | | | | | | |
| FY 2015-2016 | | | | | | |
| EXPENDITURES BY LINE ITEM | PERSONNEL EXPENSES | OPERATING EXPENSES | CAPITAL OUTLAY | DEBT SERVICE | OTHER | TOTAL |
| CITY COMMISSION | 127,075 | 48,100 | - | - | - | 175,175 |
| OFFICE OF THE CITY MANAGER | 710,035 | 20,100 | - | - | - | 730,135 |
| NON DEPARTMENTAL DIVISION | 56,500 | 718,330 | 51,800 | - | - | 826,630 |
| HUMAN RESOURCES / RISK MGMT | 198,565 | 612,810 | - | - | - | 811,375 |
| OFFICE OF THE CITY CLERK | 225,545 | 102,000 | - | - | - | 327,545 |
| INFORMATION TECHNOLOGY | 129,590 | 105,000 | 47,260 | - | - | 281,850 |
| FINANCE ADMINISTRATION | 529,285 | 71,500 | - | - | - | 600,785 |
| OFFICE OF THE CITY ATTORNEY | - | 330,000 | - | - | - | 330,000 |
| COMMUNITY DEVELOPMENT | 279,610 | 48,700 | - | - | - | 328,310 |
| CODE ENFORCEMENT | 183,200 | 64,218 | - | - | - | 247,418 |
| CONTINGENCIES | - | - | - | - | - | - |
| POLICE | 4,776,232 | 413,410 | 454,955 | - | - | 5,644,597 |
| BUILDING & LICENSES | 269,395 | 14,400 | - | - | - | 283,795 |
| PUBLIC WORKS | 626,195 | 962,600 | 3,750 | - | - | 1,592,545 |
| SPECIAL EVENTS - C/MGR DEPT | - | 97,000 | - | - | - | 97,000 |
| PARKS & RECREATION | 655,860 | 291,260 | - | - | - | 947,120 |
| TRANSFERS OUT - OPERATIONS | - | - | - | - | 65,000 | 65,000 |
| RESERVES INCL SICK/ANNUAL | - | - | - | - | 565,000 | 565,000 |
| TOTAL GENERAL FUND | 8,767,087 | 3,899,428 | 557,765 | - | 630,000 | 13,854,280 |
| PERCENTAGE OF TOTAL | 63.3% | 28.1% | 4.0% | 0.0% | 4.5% | 100.0% |
| SOLID WASTE | - | 1,187,730 | - | - | 17,500 | 1,205,230 |
| WATER & SEWER | 1,357,310 | 8,164,080 | 8,102,130 | - | 1,465,500 | 19,089,020 |
| STORMWATER UTILITY | 149,405 | 1,232,755 | 9,648,380 | - | - | 11,030,540 |
| URGENT CARE CENTER | - | 500,000 | - | - | - | 500,000 |
| TOWN CENTER ONE | 117,245 | 353,755 | 4,000 | - | 25,000 | 500,000 |
| TOTAL ENTERPRISE FUND | 1,623,960 | 11,438,320 | 17,754,510 | - | 1,508,000 | 32,324,790 |
| CAPITAL IMP DEBT SERVICE | - | - | - | 3,449,360 | - | 3,449,360 |
| CAPITAL ACQUISITION | - | - | - | - | - | - |
| CAPITAL IMPROVEMENTS | - | - | 2,650,892 | - | - | 2,650,892 |
| TOTAL CAPITAL PROJECTS FUND | - | - | 2,650,892 | 3,449,360 | - | 6,100,252 |
| SPECIAL LAW ENFORCEMENT | - | 5,000 | - | - | - | 5,000 |
| OPALOCKA YOUTH ACADEMY / DJJ | - | - | - | - | - | - |
| CRIME PREVENTION | - | - | - | - | - | - |
| TRANSPORTATION | - | 228,870 | 710,000 | - | - | 938,870 |
| CRA | - | 65,000 | - | - | - | 65,000 |
| TOTAL SPECIAL REVENUE FUNDS | - | 298,870 | 710,000 | - | - | 1,008,870 |
| TOTAL EXPENDITURES ALL FUNDS | 10,391,047 | 15,636,618 | 21,673,167 | 3,449,360 | 2,138,000 | 53,288,192 |
| PERCENTAGE OF TOTAL | 19.5% | 29.3% | 40.7% | 6.5% | 4.0% | 100.0% |

Personnel Summary

(Position Count)

| DESCRIPTION | FY 2013 ACTUAL | FY 2014 ACTUAL | FY 2015 ESTIMATED | FY 2016 BUDGET |
|---|-------------------|-------------------|----------------------|-------------------|
| GENERAL FUND | | | | |
| City Commission | 5 | 5 | 5 | 5 |
| City Manager | 7 | 9 | 10 | 8 |
| City Attorney | 0 | 0 | 0 | 0 |
| City Clerk | 4 | 3 | 3 | 3 |
| Human Resources | 3 | 5 | 3 | 4 |
| Finance | 6 | 7 | 6 | 7 |
| IT | 3 | 2 | 2 | 2 |
| Building & Licenses | 2 | 6 | 7 | 6 |
| Community Development | 4 | 4 | 4 | 4 |
| Code Enforcement* | 5 | 4 | 5 | 4 |
| Public Works - Admin | 2 | 4 | 3 | 3 |
| Public Works - Bldg Maintenance | 5 | 5 | 5 | 3 |
| Public Works - Roads & Streets | 18 | 9 | 8 | 7 |
| Public Works – Vehicle Maintenance | 4 | 5 | 5 | 0 |
| Police Sworn | 55 | 58 | 52 | 53 |
| Police Civilians (P/T) | 12 | 11 | 11 | 11 |
| Police Civilians (F/T) | 12 | 12 | 9 | 8 |
| Parks & Recreation (F/T) | 16 | 19 | 17 | 14 |
| Parks & Recreation (P/T) | 2 | 1 | 1 | 1 |
| Total General Fund | 165 | 169 | 156 | 143 |
| SOLID WASTE FUND | 1 | 1 | 0 | 0 |
| WATER & SEWER FUND | | | | |
| Utility Billing | 5 | 5 | 4 | 5 |
| Customer Service | 2 | 2 | 1 | 1 |
| Meter Readers | 3 | 17 | 10 | 7 |
| Water Service | 5 | 8 | 4 | 4 |
| Sewer Service | 7 | 5 | 5 | 5 |
| Capital Projects | 0 | 6 | 5 | 5 |
| Total Water and Sewer Fund | 22 | 43 | 29 | 27 |
| STORMWATER MANAGEMENT FUND | 3 | 3 | 4 | 4 |
| COMMUNITY REDEVELOPMENT AGENCY (CRA) | 1 | 3 | 1 | 0 |
| CRIME PREVENTION | 3 | 0 | 0 | 0 |
| TOWN CENTER | 0 | 0 | 0 | 2 |
| PEOPLES TRANSPORTATION TAX FUND | 0 | 7 | 0 | 0 |
| Grand Total | 195 | 226 | 190 | 176 |

FTE

Reconciliation

| | FY 2013 ACTUAL | FY 2014 ACTUAL | FY 2015 PROJECTED | FY 2016 BUDGET |
|--|-------------------|-------------------|----------------------|-------------------|
| Citywide Full Time Equivalent (FTE) Reconciliation | 188 | 220 | 184 | 170 |

Personnel Summary

Summary of Positions Eliminated and Added by Department

190 FY 2014-2015 Estimated Ending Employee Position Count

FY 2015-2016 Proposed Budget - Position Reduction Detail:

| | | | |
|----|------------------------|--|----------------------------|
| 1 | Building Dept | Building Official - P/T | Filled |
| | City Clerk | Executive Secretary to City Commission | Vacant |
| | City Manager | Certified Purchasing Professional | Vacant |
| 2 | City Manager | Media - P/T | Filled |
| 3 | Code Enforcement | Code Enforcement Director | Filled |
| 4 | Code Enforcement | Clerk | Filled - Employee Resigned |
| | Community Development | Economic Developer | Vacant |
| | Community Development | Intern | Vacant |
| | Community Development | Intern | Vacant |
| | CRA | Administrative Assistant | Vacant |
| 5 | CRA | CRA Director | Filled |
| | Finance - UB | Utility Billing Specialist II | Vacant |
| | Human Resources | HR Administrator | Vacant |
| | Information Technology | Video Production Assistant | Vacant |
| 6 | Parks & Recreation | Driver | Filled |
| 7 | Parks & Recreation | Maintenance Worker | Filled |
| | Police Department | Crime Scene Investigator | Vacant |
| 8 | Police Department | Records Clerk | Filled |
| 9 | Police Department | Police Officer | Filled - Employee Resigned |
| | Police Department | Records Clerk | Vacant |
| 10 | Public Works - Bldg | Electrician | Filled |
| 11 | Public Works - Fleet | Auto Mechanic | Filled |
| 12 | Public Works - Fleet | Auto Mechanic | Filled |
| 13 | Public Works - Fleet | Lead Mechanic | Filled |
| 14 | Public Works - Fleet | Auto Mechanic | Filled |
| 15 | Public Works - Fleet | Fleet Manager | Filled |
| 16 | Public Works - Meter | AMR | Filled |
| 17 | Public Works - Meter | Alleys | Filled |
| 18 | Public Works - Meter | AMR | Filled |
| 19 | Public Works - Roads | Maintenance Worker | Filled |

FY 2015-2016 Proposed Budget - New/Vacant Positions:

| | | |
|---|--------------------|---|
| 1 | Human Resources | Administrative Assistant |
| 2 | Finance Department | Finance Director |
| 3 | Police Department | Police Officer (Expected Start Date, October 1, 2015) |
| 4 | Police Department | Police Officer (Expected Start Date, October 1, 2015) |
| 5 | Police Department | Police Officer (Expected Start Date, October 1, 2015) |

176 FY 2015-2016 Proposed Budget Employee Count



City Commission

City Commission

DEPARTMENT DESCRIPTION

The City of Opa-locka, Florida (“City”) in Miami-Dade County, Florida (“County”) was incorporated in 1926 and comprises 4.5 square miles. The City operates under a Commissioner/City Manager form of government with the Commission functioning as the governing body. Under the expression of the City’s Charter, the City Commission, which consists of a Mayor, a Vice-Mayor, and three Commissioners, is responsible for the determination of all matters of policy as implemented by the City Manager and City’s employees.

The Commission meets on the second and fourth Wednesday of the month to discuss regular business issues. The Mayor presides at meetings and is recognized as head of the City’s government for all ceremonial purposes and by the Governor for purposes of military law and civil disasters.

SERVICES

- | | |
|---|---|
| <ul style="list-style-type: none"> * Establishes the goals and priorities of the City * Adopts and amends legislation * Promotes effective and efficient government * Provides for an independent annual budget | <ul style="list-style-type: none"> * Appoints City board members * Sets the City millage rate * Appoints City Manager, City Clerk, and City Attorney |
|---|---|

GOALS

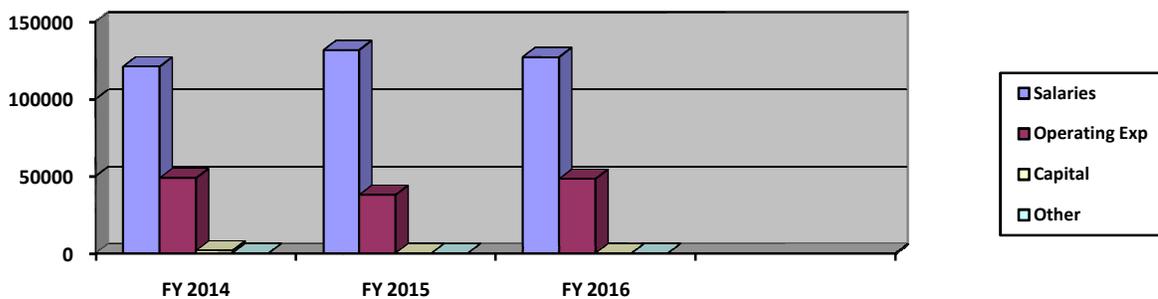
Economic Development

- Continue to guide the City along a path that allows for the most effective use of the City’s resources.
- Establish priorities that protect and promote the fiscal well being of the City.
- Continue to monitor and update the Five-Year Strategic Plan ensuring that it is followed and meets the current expectation of city residents.
- Continue the path through a successful annexation process

City Commission

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | 120,853 | 131,638 | 127,075 |
| Operating Expenses | 48,623 | 37,694 | 48,100 |
| Capital Outlay | 1,631 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | 171,107 | 169,332 | 175,175 |



DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|----------------|-----------------|
| Mayor | 1 |
| Vice - Mayor | 1 |
| Commissioner | 3 |
| Total | 5 |

FY 2016 DEPARTMENT HIGHLIGHTS

- Travel expenses included for the Mayor in the amount of \$5,000 and for the Vice-Mayor and Commissioners in the amount of \$4,000 each.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|---------------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|-------------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 100 | CITY COMMISSION | | | | | | | |
| DIV | 10 | CITY COMMISSION | | | | | | | |
| 511110 | SALARIES-EXECUTIVE | \$ 33,923 | \$ 34,357 | \$ 33,000 | \$ 33,000 | \$ 33,000 | \$ 33,000 | \$ 33,000 | |
| 511210 | FICA | 2,643 | 2,631 | 2,525 | 2,836 | 2,836 | 2,525 | 2,525 | |
| 511220 | RETIREMENT | 34,589 | 11,743 | 14,270 | 10,702 | 10,702 | 13,950 | 13,950 | |
| 511230 | LIFE AND HEALTH | 48,299 | 72,122 | 45,105 | 85,100 | 85,100 | 47,105 | 77,600 | |
| 511240 | WORKERS COMP | 90 | - | - | - | - | - | - | |
| | PERSONNEL EXPENSES | 119,544 | 120,853 | 94,900 | 131,638 | 131,638 | 96,580 | 127,075 | |
| 511306 | MONTHLY ALL. MAYOR | 2,400 | 2,400 | 2,400 | 2,400 | 2,400 | 2,400 | 2,400 | |
| 511307 | MONTHLY ALL. COMM | 9,200 | 9,600 | 9,600 | 9,900 | 9,900 | 9,600 | 9,600 | |
| 511401 | TRAVEL- PINDER | - | - | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | |
| 511402 | TRAVEL- KELLEY | 254 | 2,421 | 4,000 | - | - | 4,000 | 4,000 | |
| 511404 | TRAVEL- TAYLOR | 1,818 | 8,240 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | |
| 511405 | TRAVEL - TYDUS | 1,673 | 1,150 | - | - | - | - | - | |
| 511406 | TRAVEL- HOLMES | 13 | 100 | 4,000 | - | - | 4,000 | 4,000 | |
| 511407 | TRAVEL- JOHNSON | 5,190 | 484 | - | 364 | 364 | - | - | |
| 511408 | TRAVEL - MILLER | 1,290 | - | - | - | - | - | - | |
| 511409 | TRAVEL-SANTIAGO | 4,854 | 50 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | |
| 511493 | GENERAL EXPENSES | 24,073 | 15,344 | 2,000 | 7,000 | 7,000 | 2,000 | 10,000 | |
| 511510 | OFFICE SUPPLIES | 893 | 1,045 | 1,100 | 900 | 900 | 1,100 | 1,100 | |
| 511520 | OPERATING SUPPLIES | - | - | - | 130 | 130 | - | - | |
| 511540 | PUB/SUBS/MEMBERSHIP | 6,175 | 7,789 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | |
| | OPERATING EXPENSES | 57,833 | 48,623 | 40,100 | 37,694 | 37,694 | 40,100 | 48,100 | |
| 511642 | OFFICE FURNITURE | - | 1,631 | - | - | - | - | - | |
| | CAPITAL OUTLAYS | - | 1,631 | - | - | - | - | - | |
| TOTAL CITY COMMISSION | | \$ 177,377 | \$ 171,107 | \$ 135,000 | \$ 169,332 | \$ 169,332 | \$ 136,680 | \$ 175,175 | |



City Manager

City Manager

DEPARTMENT DESCRIPTION

The City Manager, as the administrative head of the City Government, provides the primary source of leadership and is responsible for the efficiency of all departments. The City Manager is appointed by the City Commission for an indefinite term and serves at the discretion of the City Commission. The Office of the City Manager is the liaison for administrative functions and the legislative body.

The Office of the City Manager executes all City laws and ordinances; appoints and removes all subordinate officers and employees; directs and controls all departments created by the City Commission; attends Commission meetings with the right to take part in discussions, but does not have a vote. The City Manager makes recommendations to the City Commission to adopt measures which are necessary or urgent and performs other duties which are required by ordinances and resolutions of the City Commission. The City Manager also develops programs tailored toward implementing the policy and Strategic Plan that the City Commission has established for the City.

SERVICES

- * Carries out Commission Directives
- * Assesses major issues facing the City
- * Focuses on organizational improvement
- * Coordinates all special events
- * Prepares the annual operating and capital budgets
- * Coordinates the procurement of materials, supplies, services and equipment for all City departments.
- * Keeps Commission advised of future needs and provides recommendations

MAJOR ACCOMPLISHMENTS

- Successfully negotiated with Miami Dade County and Jackson Health System to acquire the Jackson Maternity Hospital for \$1.00 per year for 50 years to install a Health & Wellness facility in the City.
- Successfully negotiated the financing and purchase of 780 Fisherman Street for \$7.9 million, a 28% savings than the original sale price.
- Successfully implemented the first project, Cairo Lane and NW 127th Street, from the State Revolving Loan for Drinking Water, Waste Water and Storm Water projects loan. The second project, Zones 1 & 2, is ready for City Commission approval.
- Completed the rehabilitation of Pump Station #7, along with the repaving and installation of a wide sidewalk on one side of Alexandria Drive and the moving the light pole 6 feet at the intersection of Alexandria Dr and NW 135th Street to improve traffic sight lines and safety.

City Manager

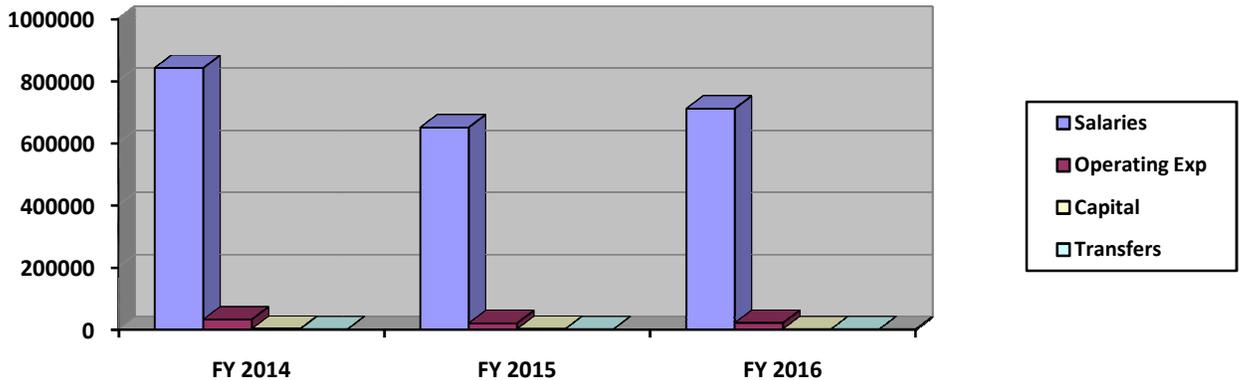
GOALS

| City Goals | Department Goals |
|---------------------------------------|---|
| Economic Development | <ul style="list-style-type: none"> • Maintain the City’s long-term financial stability • Continue to aggressively apply for grants for park improvements, infrastructure improvements and additional police resources. • Complete annexation process expeditiously in time to see increased property tax revenue next fiscal year. • Continue redevelopment efforts throughout the City by providing an attractive environment ready for investment • Increase beautification efforts throughout the City. |
| Community Development | <ul style="list-style-type: none"> • Increase the public safety presence throughout the City. • Complete the restoration of Historic City Hall |
| City Leadership and Management | <ul style="list-style-type: none"> • Work closely with the City’s lobbyist in the upcoming legislative session to obtain maximum grant funding. • Closely monitor the FY 2015-2016 Budget by controlling expenses, maximizing revenues, and curtailing non-budgeted items. |

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$841,027 | \$649,655 | \$710,035 |
| Operating Expenses | 31,454 | 19,201 | 20,100 |
| Capital Outlay | 1,024 | 560 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$873,505 | \$669,416 | \$730,135 |

City Manager



DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|------------------------|-----------------|
| City Manager | 1 |
| Assistant City Manager | 2 |
| Executive Secretary | 1 |
| Media Coordinator | 2 |
| Purchasing Officer | 1 |
| Receptionist | 1 |
| Total | 8 |

FY 2016 DEPARTMENT HIGHLIGHTS

- The General Fund reserve is budgeted at \$500,000, the level required by the City’s Financial Integrity Principles. The reserve for sick and annual leave is budgeted at \$65,000.
- Transfer out totaling \$65,000: \$25,000 to the Water & Sewer Fund in repayment of loans provided in FY 2011 and FY 2012; and \$40,000 to the CRA fund from ad valorem taxes.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|----------------------|-----------------|-----------------|-------------------|-----------------|-------------------------|-----------------|------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 200 | CITY MANAGER | | | | | | | |
| DIV | 12 | CITY MANAGER | | | | | | | |
| 512110 | SALARIES EXECUTIVE | \$ 321,462 | \$ 507,094 | \$ 442,395 | \$ 364,309 | \$ 364,309 | \$ 467,400 | \$ 475,670 | |
| 512120 | SALARIES REGULAR | 235,964 | 162,509 | 50,960 | 158,528 | 158,528 | 46,800 | 54,560 | |
| 512140 | SALARIES - OVERTIME | 2,338 | 1,709 | - | 162 | 162 | - | - | |
| 512210 | FICA | 43,146 | 48,681 | 37,740 | 37,176 | 37,176 | 39,340 | 40,185 | |
| 512220 | RETIREMENT | 31,529 | 60,380 | 61,700 | 40,690 | 40,690 | 68,340 | 77,395 | |
| 512230 | LIFE & HEALTH | 83,246 | 54,282 | 65,640 | 42,628 | 42,628 | 60,395 | 55,025 | |
| 512499 | CAR ALLOWANCE | 6,644 | 6,372 | 280 | 6,162 | 6,162 | 7,200 | 7,200 | |
| | PERSONNEL EXPENSES | 724,329 | 841,027 | 658,715 | 649,655 | 649,655 | 689,475 | 710,035 | |
| 512311 | EMPLOYEE PHYSICALS | 287 | 940 | 100 | 201 | 201 | 100 | 100 | |
| 512400 | TRAVEL & PER DIEM | 6,438 | 10,895 | 10,000 | 5,000 | 5,000 | 10,000 | 10,000 | |
| 512420 | POSTAGE & FREIGHT | 416 | 669 | 500 | - | - | - | - | |
| 512493 | GENERAL EXPENSES | 51 | 197 | - | - | - | - | - | |
| 512510 | OFFICE SUPPLIES | 14,400 | 18,223 | 7,500 | 14,000 | 14,000 | 9,000 | 10,000 | |
| 512520 | OPERATING EXPENSES | 6,212 | 500 | - | - | - | - | - | |
| 512540 | PUBL/SUBS/MEMBERSHIP | - | 30 | - | - | - | - | - | |
| | OPERATING EXPENSES | 27,804 | 31,454 | 18,100 | 19,201 | 19,201 | 19,100 | 20,100 | |
| 512642 | OFFICE FURN & EQUIP | - | - | - | 560 | 560 | - | - | |
| 512646 | COMPUTER EQUIPMENT | 669 | 1,024 | 1,500 | - | - | - | - | |
| | CAPITAL OUTLAYS | 669 | 1,024 | 1,500 | 560 | 560 | - | - | |
| TOTAL CITY MANAGER | | \$ 752,802 | \$ 873,505 | \$ 678,315 | \$ 669,416 | \$ 669,416 | \$ 708,575 | \$ 730,135 | |

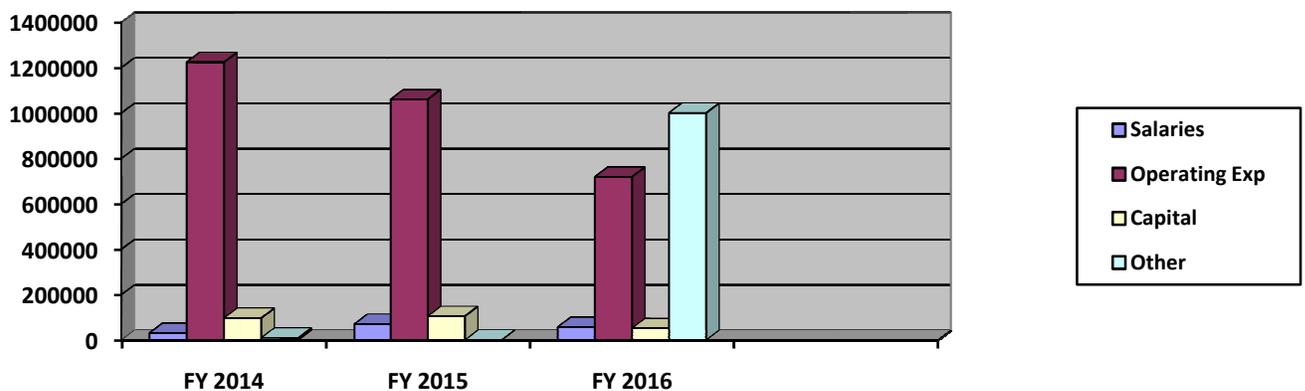
**CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016**

| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|---------------------|
| FUND 001 GENERAL FUND | | | | | | | |
| DEPT 200 CITY MANAGER | | | | | | | |
| DIV 25 EMERGENCY & DISASTER RELIEF | | | | | | | |
| 525390 CONTINGENCIES | \$ - | \$ 95,990 | \$ 10,000 | \$ - | - | \$ 10,000 | \$ - |
| TOTAL EMERGENCY | - | 95,990 | 10,000 | - | - | 10,000 | - |
| FUND 001 GENERAL FUND | | | | | | | |
| DEPT 204 CITY MANAGER | | | | | | | |
| DIV 79 SPECIAL EVENTS | | | | | | | |
| 579395 JULY FOURTH EVENT | 38,493 | 41,646 | 4,000 | 35,000 | 35,000 | 4,000 | 29,000 |
| 579396 M.L.K. WALK | 6,923 | 6,259 | 5,000 | 3,304 | 3,304 | 5,000 | 5,000 |
| 579402 HOLIDAY IN THE PARK | 10,143 | 31,117 | 4,000 | 13,350 | 13,350 | 4,000 | 3,000 |
| 579403 SPECIAL EVENTS | 5,832 | 4,017 | - | - | - | - | - |
| 579404 HOLIDAY FOOD & GIFT | 24,826 | 19,840 | 4,000 | 11,580 | 11,580 | 4,000 | 19,000 |
| 579406 MAYORS WOMENS INIT | 300 | - | - | - | - | - | - |
| 579407 HISPANIC HERITAGE | - | 2,689 | 4,000 | 2,000 | 2,000 | 4,000 | 4,000 |
| 579408 MOTHERS/FATHERS DAY | - | 2,912 | 4,000 | 4,000 | 4,000 | 4,000 | 3,000 |
| 579409 CHRISTMAS TRIMMING | - | - | 10,000 | 9,530 | 9,530 | 10,000 | 9,000 |
| 579410 INTERNET RADIO | - | - | - | 4,000 | 4,000 | - | - |
| CITY BIRTHDAY | - | - | - | - | - | 25,000 | 25,000 |
| TOTAL SPECIAL EVENTS | 86,517 | 108,480 | 35,000 | 82,764 | 82,764 | 60,000 | 97,000 |
| FUND 001 GENERAL FUND | | | | | | | |
| DEPT 203 CITY MANAGER | | | | | | | |
| DIV 80 INTERFUND TRANSFERS | | | | | | | |
| 581910 TRANS OUT - CRIME PREV | 38,075 | - | - | - | - | - | - |
| 581913 TRANS OUT - CRA | - | - | - | - | - | - | 40,000 |
| 581916 TRANS OUT - CAP PROJECT | - | - | - | - | - | 148,000 | - |
| 581925 TRANS OUT - WATER | 10,417 | - | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| TOTAL INTERFUND TRANSFERS | 48,492 | - | 25,000 | 25,000 | 25,000 | 173,000 | 65,000 |
| FUND 001 GENERAL FUND | | | | | | | |
| DEPT 202 CITY MANAGER RESERVES | | | | | | | |
| DIV 81 RESERVES | | | | | | | |
| 581920 GENERAL FUND RESERVE | - | - | 400,000 | 400,000 | 400,000 | 500,000 | 500,000 |
| 581922 SICK ANNUAL LEAVE | - | 6,590 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| TOTAL RESERVES | - | 6,590 | 465,000 | 465,000 | 465,000 | 565,000 | 565,000 |
| TOTAL OFFICE OF THE CITY MANAGE | \$ 2,580,595 | \$ 2,443,992 | \$ 2,236,360 | \$ 2,476,905 | \$ 2,476,905 | \$ 2,310,735 | \$ 2,283,765 |

General Government

This division is a part of the City Manager’s Office but is separated to account for City-wide expenses.

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$ 29,955 | \$ 70,000 | \$ 56,500 |
| Operating Expenses | 1,223,441 | 1,060,000 | 718,330 |
| Capital Outlay | 96,578 | 104,725 | 51,800 |
| Town Center | 0 | 0 | 500,000 |
| Urgent Care | 0 | 0 | 500,000 |
| Other | 9,453 | 0 | 0 |
| Total | \$1,359,427 | \$1,234,725 | \$1,826,630 |



FY 2016 DEPARTMENT HIGHLIGHTS

- * In an effort to reduce costs, the following line items are pooled in the General Government division and are no longer funded in the separate departments. Those line items are Travel & Per Diem (\$10,000), Publications & Subscriptions (\$10,000), and Education (\$10,000).
- * The contract for the City lobbyist is budgeted at \$75,000.
- * Lease payments for City Commission vehicles in the amount of \$51,800 are included.
- * Town Center Fund revenues and expenses are included.
- * Urgent Care Fund revenues and expenses are included.

| CITY OF OPA-LOCKA | | | | | | | | | | |
|-----------------------------------|------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|-------------------------------|--------------------|--|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 001 | GENERAL FUND | | | | | | | | |
| DEPT | 209 | CITY MANAGER | | | | | | | | |
| DIV | 19 | GENERAL GOVERNMENT | | | | | | | | |
| 519240 | WORKERS COMP | \$ 25,547 | \$ 28,958 | \$ 15,000 | \$ 18,500 | \$ 18,500 | \$ 15,000 | \$ 15,000 | | |
| 519245 | ACCIDENTAL DEATH | 2,169 | 997 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | | |
| 519250 | UNEMPLOYMENT COMP | 69,671 | - | 10,000 | 50,000 | 50,000 | 40,000 | 40,000 | | |
| | PERSONNEL EXPENSES | 97,387 | 29,955 | 26,500 | 70,000 | 70,000 | 56,500 | 56,500 | | |
| 519312 | OTHER PROFESSIONAL | 68,168 | 137,204 | 86,500 | 86,500 | 86,500 | 97,800 | 97,800 | | |
| 519340 | OTHER CONTRACTED SVC | 22,549 | 123,129 | 72,000 | 90,000 | 90,000 | 10,000 | 70,000 | | |
| 519390 | CONTINGENCIES | 75 | - | - | - | - | - | - | | |
| 519400 | TRAVEL & PER DIEM | 5,985 | 4,559 | 10,000 | 13,000 | 13,000 | 10,000 | 10,000 | | |
| 519411 | TELEPHONE | 71,008 | 83,966 | 80,000 | 80,000 | 80,000 | 30,000 | 30,000 | | |
| 519413 | TELEPHONE - SUNCOM | 77,491 | 66,897 | 50,000 | 72,000 | 72,000 | 80,000 | 75,000 | | |
| 519414 | TELEPHONE - CABLE | 2,253 | 13,485 | 4,000 | 1,000 | 1,000 | 1,000 | 1,000 | | |
| 519420 | POSTAGE | 1,543 | 2,418 | 1,000 | 700 | 700 | 1,000 | 1,000 | | |
| 519430 | ELECTRIC, GAS, WATER | 321,671 | 313,643 | 324,000 | 324,000 | 324,000 | 350,000 | 330,000 | | |
| 519440 | RENTALS & LEASES | 640,955 | 319,740 | 254,785 | 315,000 | 315,000 | 37,560 | 37,560 | | |
| 519461 | REPAIR & MAIN BUILDING | 9,862 | 53,984 | 10,000 | 2,000 | 2,000 | 2,500 | 2,500 | | |
| 519470 | PRINTING & BINDING | 1,030 | 3,543 | 1,000 | 800 | 800 | 1,000 | 3,470 | | |
| 519480 | PROMOTIONAL ACTIVI | 47,827 | 28,716 | 15,485 | 35,000 | 35,000 | 25,000 | 20,000 | | |
| 519493 | GENERAL EXPENSES | 22,282 | 19,521 | 12,000 | 11,000 | 11,000 | 11,000 | 11,000 | | |
| 519510 | OFFICE SUPPLIES & | 5,837 | 10,510 | 5,000 | 6,000 | 6,000 | 5,000 | 5,000 | | |
| 519520 | OPERATING EXPENSES | 8,124 | 19,348 | - | 3,000 | 3,000 | 3,000 | 3,000 | | |
| 519540 | PUBL/SUBS/MEMBERSHIP | 51,314 | 6,715 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | | |
| 519541 | EDUCATIONAL COSTS | 21,521 | 12,563 | 10,000 | 9,000 | 9,000 | 10,000 | 10,000 | | |
| 519554 | DONATIONS TO NON-P | 500 | 3,500 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | | |
| | OPERATING EXPENSES | 1,379,995 | 1,223,441 | 946,770 | 1,060,000 | 1,060,000 | 685,860 | 718,330 | | |
| 519610 | PURCHASE OF LAND | 197 | 36,800 | - | - | - | - | - | | |
| 519620 | BUILDING IMPROVEMENTS | - | - | - | 50,000 | 50,000 | - | - | | |
| 519622 | 780 FISHERMAN PURCHAS | - | - | - | 4,950 | 4,950 | - | - | | |
| 519648 | AUTOMOTIVE LEASE | 52,242 | 59,778 | 49,775 | 49,775 | 49,775 | 51,800 | 51,800 | | |
| | CAPITAL OUTLAY | 52,439 | 96,578 | 49,775 | 104,725 | 104,725 | 51,800 | 51,800 | | |
| 519991 | OPEB OBLIGATION EXP | 162,963 | - | - | - | - | - | - | | |
| 533720 | INTEREST | - | 9,453 | - | - | - | - | - | | |
| | NON-OPERATING EXP | 162,963 | 9,453 | - | - | - | - | - | | |
| TOTAL GENERAL GOVERNMENT | | \$ 1,692,784 | \$ 1,359,427 | \$ 1,023,045 | \$ 1,234,725 | \$ 1,234,725 | \$ 794,160 | \$ 826,630 | | |

**CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016**

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|---------------------------------|---------------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| FUND | 480 | URGENT CARE CENTER | | | | | | |
| DEPT | 506 | HOSPITAL SERVICES | | | | | | |
| DIV | 71 | URGENT CARE CENTER | | | | | | |
| 561120 | SALARIES - REGULAR | - | - | - | - | - | - | - |
| 561140 | SALARIES - OVERTIME | - | - | - | - | - | - | - |
| 561210 | FICA | - | - | - | - | - | - | - |
| 561220 | RETIREMENT | - | - | - | - | - | - | - |
| 261230 | LIFE AND HEALTH | - | - | - | - | - | - | - |
| | PERSONNEL EXPENSES | - | - | - | - | - | - | - |
| 561312 | OTHER PROFESSIONAL | - | - | - | - | - | - | - |
| 561340 | OTHER CONTRACT SVC | - | - | - | - | - | - | - |
| 561390 | CONTINGENCIES | - | - | - | - | - | - | - |
| 561400 | TRAVEL & PER DIEM | - | - | - | - | - | - | - |
| 561421 | TELEPHONE | - | - | - | - | - | - | - |
| 561420 | POSTAGE | - | - | - | - | - | - | - |
| 561430 | ELECTRIC, GAS, WATER | - | - | - | - | - | - | - |
| 561440 | RENTALS & LEASES | - | - | - | - | - | - | - |
| 561451 | INSURANCE | - | - | - | - | - | - | - |
| 561461 | REPAIR & MAIN BUILDING | - | - | - | - | - | - | - |
| 561470 | PRINTING & BINDING | - | - | - | - | - | - | - |
| 561480 | PROMOTIONAL ACTIVITIES | - | - | - | - | - | - | - |
| 561493 | GENERAL EXPENSES | - | - | - | - | - | - | - |
| 561510 | OFFICE SUPPLIES | - | - | - | - | - | - | - |
| 561520 | OPERATING EXPENSES | - | - | - | - | - | - | 500,000 |
| 561540 | PUBL/SUBS/MEMBERSH | - | - | - | - | - | - | - |
| 561541 | EDUCATIONAL COSTS | - | - | - | - | - | - | - |
| | OPERATING EXPENSES | - | - | - | - | - | - | 500,000 |
| 561915 | RETAINED EARNINGS | - | - | - | - | - | - | - |
| 561916 | RESERVE SICK/ANNUA | - | - | - | - | - | - | - |
| 561970 | BAD DEPT EXPENSE | - | - | - | - | - | - | - |
| 561980 | DEPRECIATION | - | - | - | - | - | - | - |
| | NON-OPERATING EXP | - | - | - | - | - | - | - |
| 561921 | CONTR TO FUND BALANCE | - | - | - | - | - | - | - |
| TOTAL URGENT CARE CENTER | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |

**CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016**

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|---------------------------|---------------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| FUND | 480 | TOWN CENTER ONE | | | | | | |
| DEPT | 209 | GENERAL GOVERNMENT | | | | | | |
| DIV | 62 | TOWN CENTER ONE | | | | | | |
| 519120 | SALARIES - REGULAR | - | - | - | - | - | - | 84,180 |
| 519140 | SALARIES - OVERTIME | - | - | - | - | - | - | - |
| 519210 | FICA | - | - | - | - | - | - | 6,440 |
| 519220 | RETIREMENT | - | - | - | - | - | - | 15,310 |
| 519230 | LIFE AND HEALTH | - | - | - | - | - | - | 11,315 |
| | PERSONNEL EXPENSES | - | - | - | - | - | - | 117,245 |
| 519312 | OTHER PROFESSIONAL | - | - | - | - | - | - | 10,000 |
| 519320 | ACCOUNTING & AUDIT | - | - | - | - | - | - | 2,000 |
| 519340 | OTHER CONTRACT SVC | - | - | - | - | - | - | 60,000 |
| 519390 | CONTINGENCIES | - | - | - | - | - | - | - |
| 519400 | TRAVEL & PER DIEM | - | - | - | - | - | - | - |
| 519421 | TELEPHONE | - | - | - | - | - | - | - |
| 519420 | POSTAGE | - | - | - | - | - | - | - |
| 519430 | ELECTRIC, GAS, WATER | - | - | - | - | - | - | 25,000 |
| 519440 | RENTALS & LEASES | - | - | - | - | - | - | - |
| 519450 | INSURANCE | - | - | - | - | - | - | 40,000 |
| 519461 | REPAIR & MAIN BUILDING | - | - | - | - | - | - | 100,000 |
| 519470 | PRINTING & BINDING | - | - | - | - | - | - | - |
| 519480 | PROMOTIONAL ACTIVITIES | - | - | - | - | - | - | - |
| 519493 | GENERAL EXPENSES | - | - | - | - | - | - | 3,900 |
| 519494 | REALS ESTATE TAXES | - | - | - | - | - | - | 96,555 |
| 519510 | OFFICE SUPPLIES | - | - | - | - | - | - | - |
| 519520 | OPERATING EXPENSES | - | - | - | - | - | - | 15,000 |
| 519540 | PUBL/SUBS/MEMBERSH | - | - | - | - | - | - | 300 |
| 519541 | EDUCATIONAL COSTS | - | - | - | - | - | - | 1,000 |
| | OPERATING EXPENSES | - | - | - | - | - | - | 353,755 |
| 519642 | FURNITURE & EQUIP | - | - | - | - | - | - | 4,000 |
| 519648 | AUTOMOTIVE LEASE | - | - | - | - | - | - | - |
| | CAPITAL OUTLAY | - | - | - | - | - | - | 4,000 |
| 519991 | OPEB OBLIGATION EXP | - | - | - | - | - | - | - |
| | NON-OPERATING EXP | - | - | - | - | - | - | - |
| 519921 | CONTR TO FUND BALANCE | - | - | - | - | - | - | 25,000 |
| TOTAL TOWN CENTER | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |



City Clerk

City Clerk

DEPARTMENT DESCRIPTION

The activities of the Office of the City Clerk are planned and managed to assist the City Commission in accomplishing the legislative process. As Clerk to the City Commission, the office records and preserves Commission proceedings.

The City Clerk prepares Commission agenda, maintains minutes of Commission meetings, coordinates public hearings, administers municipal elections, assists the public and other City staff in conducting business and coordinates City events directly related to the City Commission.

Through the Clerk’s Office, legal notices are published and posted; bids are received and opened; and contracts and agreements are processed. The Office also disseminates information regarding legislative actions and policy decisions to City departments, other agencies, and the public. As official record keeper, the City Clerk maintains custody of city records and is the custodian of the City’s official seal.

SERVICES

- * Custodian of Records
- * Prepares commission meeting agendas
- * Transcribes commission meeting minutes
- * Posts public meeting notices
- * Attest to City documents
- * Complies with legal requirements for public requests, advertisements and record retention
- * Coordinates various Commission events
- * Codifies all laws adopted by City Commission
- * Countersigns official documents
- * Administers oath to elected and appointed officials
- * Notary Services

MAJOR ACCOMPLISHMENTS

- * Met open law requirements for City Commission meetings
- * Updated legislative history on a continuing basis
- * Continues to incorporate City records into a system where all official documents are identified, classified, and archived.
- * Scanned and store an excess of 1,000 city records.
- * Set up training for all City boards.

City Clerk

GOALS

City Goals

Department Goals

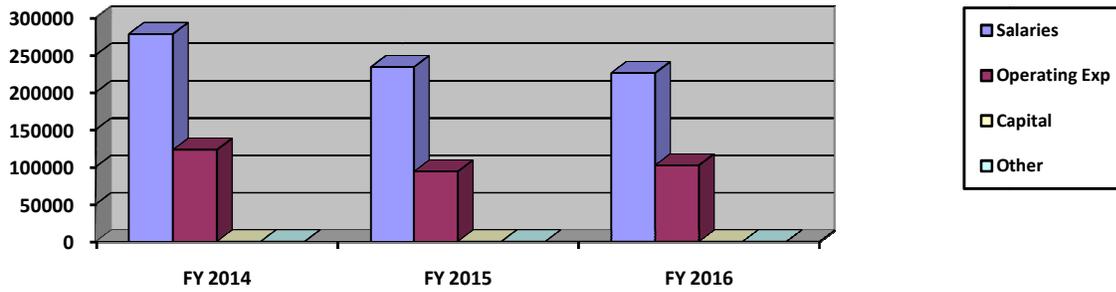
City Leadership and Management

- Respond to the legislative need of the City Commission
- Streamline the commission meeting agenda submission and preparation process
- Provide access to the City’s official record and legislative documents in as many different and mediums as possible
- Administer records management program for the City
- Utilize technology and best practices in effective service delivery
- Effectively work as a team
- Ensure that all members of the team perform their work ethically and integrity

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$277,898 | \$233,604 | \$225,545 |
| Operating Expenses | 122,711 | 93,625 | 102,000 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$400,609 | \$327,229 | \$327,545 |

City Clerk



DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|----------------------|-----------------|
| City Clerk | 1 |
| Assistant City Clerk | 1 |
| Receptionist/Clerk | 1 |
| Totals | 3 |

FY 2016 DEPARTMENT HIGHLIGHTS

- Funding in the amount of \$25,000 is included for legal advertisement.
- Funding in the amount of \$15,000 is included for the State of the City Address.
- \$20,000 is funded in Other Professional Services

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|----------------------|---------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 300 | CITY CLERK | | | | | | | |
| DIV | 16 | LEGISLATIVE SUPPORT | | | | | | | |
| 512110 | SALARIES EXECUTIVE | \$ 86,649 | \$ 84,234 | \$ 117,510 | \$ 85,000 | \$ 85,000 | \$ 143,520 | \$ 137,660 | |
| 512120 | SALARIES REGULAR | 120,002 | 118,028 | 89,610 | 91,874 | 91,874 | 75,215 | 35,215 | |
| 512140 | SALARIES - OVERTIME | 3,758 | 577 | 2,500 | 1,140 | 1,140 | 2,500 | 2,500 | |
| 512210 | FICA | 16,506 | 15,777 | 16,035 | 13,250 | 13,250 | 16,925 | 13,415 | |
| 512220 | RETIREMENT | 23,169 | 23,352 | 15,450 | 18,640 | 18,640 | 16,860 | 12,735 | |
| 512230 | LIFE & HEALTH | 40,094 | 28,702 | 22,215 | 16,500 | 16,500 | 16,820 | 16,820 | |
| 512499 | CAR ALLOWANCE | 7,201 | 7,228 | 280 | 7,200 | 7,200 | 7,200 | 7,200 | |
| | PERSONNEL COSTS | 297,379 | 277,898 | 263,600 | 233,604 | 233,604 | 279,041 | 225,545 | |
| 512311 | EMPLOYEE PHYSICALS | 35 | - | - | - | - | - | - | |
| 512312 | OTHER PROFESSIONAL | 12,067 | 4,302 | 20,000 | 16,000 | 16,000 | 20,000 | 20,000 | |
| 512340 | OTHER CONTRACTED SVC | 7,090 | - | 5,000 | - | - | 5,000 | - | |
| 512400 | TRAVEL & PER DIEM | - | - | 1,000 | - | - | 1,000 | 1,000 | |
| 512420 | POSTAGE & FREIGHT | 16,493 | 18,975 | 15,000 | 11,000 | 11,000 | 15,000 | 15,000 | |
| 512440 | RENTALS & LEASES | 29,747 | 14,366 | 13,000 | 17,380 | 17,380 | 13,000 | 12,500 | |
| 512470 | PRINTING & BINDING | - | 69 | - | - | - | - | - | |
| 512480 | PROMOTIONAL ACT | - | - | - | 1,500 | 1,500 | - | - | |
| 512482 | STATE OF THE CITY | 16,785 | 19,434 | 17,500 | 8,645 | 8,645 | 18,000 | 15,000 | |
| 512490 | LEGAL ADVERTISING | 66,049 | 41,112 | 30,000 | 22,500 | 22,500 | 40,000 | 25,000 | |
| 512491 | OTHER ADVERTISING | 4,101 | 5,561 | 2,500 | 1,500 | 1,500 | 2,500 | 1,500 | |
| 512493 | GENERAL EXPENSES | 1,916 | 4,320 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | |
| 512510 | OFFICE SUPPLIES | 11,987 | 14,460 | 9,000 | 12,500 | 12,500 | 10,000 | 9,000 | |
| 512520 | OPERATING EXPENSES | 1,024 | 87 | 1,200 | 350 | 350 | 1,200 | 1,000 | |
| 512540 | PUBL/SUBS/MEMBERSHIP | 280 | 25 | - | 250 | 250 | - | - | |
| | OPERATING COSTS | 167,574 | 122,711 | 116,200 | 93,625 | 93,625 | 127,700 | 102,000 | |
| TOTAL CITY CLERK | | \$ 464,953 | \$ 400,609 | \$ 379,800 | \$ 327,229 | \$ 327,229 | \$ 406,741 | \$ 327,545 | |

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City Attorney

DEPARTMENT DESCRIPTION

The Office of the City Attorney provides legal support and advice to the City Commission and City Manager on all legal matters involving the City. The City Attorney is appointed by the City Commission for an indefinite term and serves at the discretion of the City Commission.

SERVICES

- | | |
|--|--|
| <ul style="list-style-type: none"> * Reviews and prepares all resolutions, ordinances, and contracts * Represent the City in union negotiations * Represent the City in all litigations | <ul style="list-style-type: none"> * Handles all risk management issues * Represent the City at public hearings and meetings * Furnishes opinion on question of law |
|--|--|

GOALS

City Goals

Department Goals

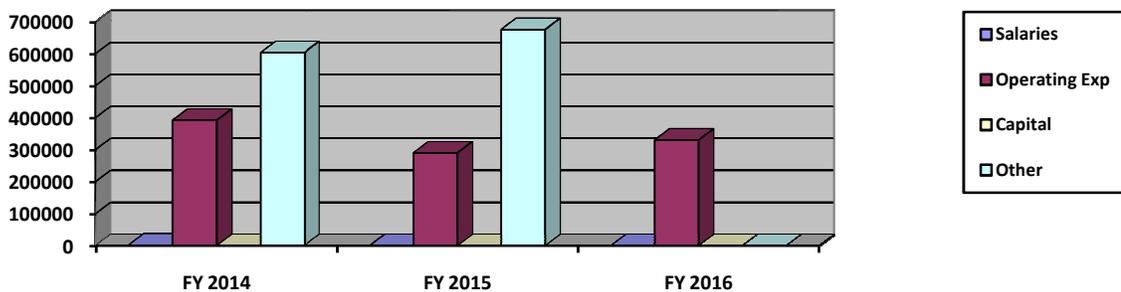
City Leadership and Management

- Initiate and prosecute litigation by the City upon approval of the City Commission.
- Aggressively negotiate contracts with vendors and consultants.
- Continue to use a preventable law approach to lessen the City's risk and litigation exposure.
- Update the City's code to eliminate outdated and inconsistent provisions.
- Continue to provide the necessary legal advice and opinions for the effective on-going operations of City departments.

City Attorney

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$1,378 | \$0 | \$0 |
| Operating Expenses | 391,682 | 290,000 | 330,000 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Risk Management | 603,316 | 675,500 | 0 |
| Total | \$996,376 | \$965,500 | \$330,000 |



DEPARTMENT STAFFING

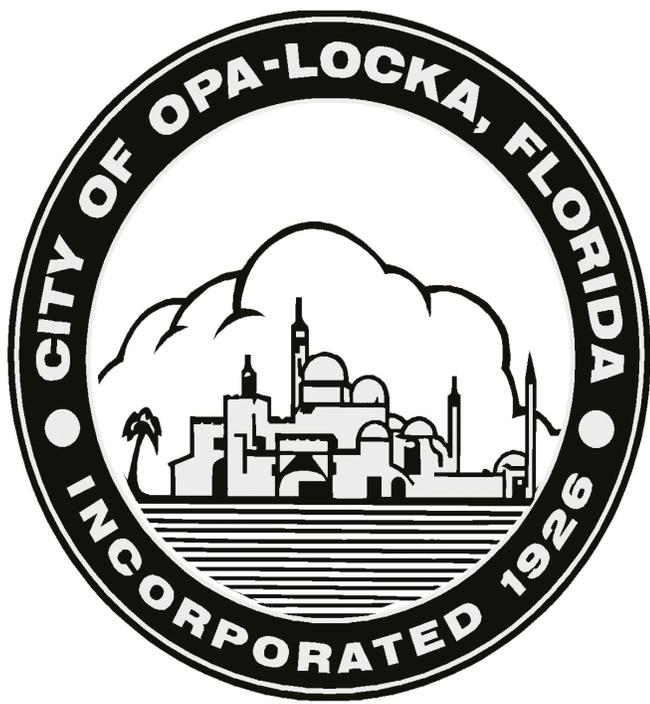
Note: The City Attorney’s office has been contracted out to a local law firm.

FY 2016 DEPARTMENT HIGHLIGHTS

- In Other Contracted Services, \$260,000 is budgeted for the City Attorney’s contract and an additional \$20,000 for litigation.
- In Contingencies, \$50,000 is budgeted for possible lawsuit settlement and outside attorney costs and other expenses.
- Risk Management is now a division within the Human Resources Department.

| CITY OF OPA-LOCKA | | | | | | | | |
|-----------------------------------|--|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | |
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 40 | CITY ATTORNEY | | | | | | |
| DIV | 28 | LEGAL COUNSEL | | | | | | |
| 514120 | SALARIES REGULAR | \$ - | \$ 1,280 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 514140 | SALARIES - OVERTIME | - | - | - | - | - | - | - |
| 514210 | FICA | - | 98 | - | - | - | - | - |
| 514220 | RETIREMENT | - | - | - | - | - | - | - |
| 514230 | LIFE & HEALTH | - | - | - | - | - | - | - |
| | PERSONNEL EXPENSES | - | 1,378 | - | - | - | - | - |
| 514311 | EMPLOYEE PHYSICALS | - | - | - | - | - | - | - |
| 514312 | OTHER PROFESSIONAL | - | - | - | - | - | - | - |
| 514340 | OTHER CONTRACTED SVC | 111,761 | 216,905 | 225,000 | 250,000 | 250,000 | 280,000 | 280,000 |
| 514390 | CONTINGENCIES | 353,656 | 174,777 | 50,000 | 40,000 | 40,000 | 50,000 | 50,000 |
| 514420 | POSTAGE | - | - | - | - | - | - | - |
| 514440 | RENTALS & LEASES | - | - | - | - | - | - | - |
| 514451 | INSURANCE | - | - | - | - | - | - | - |
| 514470 | PRINTING & BINDING | - | - | - | - | - | - | - |
| 514493 | GENERAL EXPENSES | - | - | - | - | - | - | - |
| 514510 | OFFICE SUPPLIES | - | - | - | - | - | - | - |
| | OPERATING EXPENSES | 465,417 | 391,682 | 275,000 | 290,000 | 290,000 | 330,000 | 330,000 |
| 514642 | OFFICE FURNITURE | - | - | - | - | - | - | - |
| | CAPITAL OUTLAY | - | - | - | - | - | - | - |
| | TOTAL CITY ATTORNEY | \$ 465,417 | \$ 393,060 | \$ 275,000 | \$ 290,000 | \$ 290,000 | \$ 330,000 | \$ 330,000 |
| | RISK MANAGEMENT | \$ 602,614 | \$ 603,316 | \$ 415,000 | \$ 675,500 | \$ 675,500 | \$ - | \$ - |
| | TOTAL CITY ATTORNEY INCLUDING RISK MANAGEMENT | 1,068,031 | 996,376 | 690,000 | 965,500 | 965,500 | 330,000 | 330,000 |

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Human Resources

Human Resources

DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for providing exciting work opportunities in the overall public service to the City of Opa-Locka community. The Department is committed to recruiting energetic and qualified individuals to enhance the quality of life in the city, and investing in the proficiency of city employees by enhancing their skills through training and professional development support.

The Human Resources Director, in collaboration with the Risk Manager/Safety Liaison, is dedicated to maintaining a positive work environment, based on integrity, while preserving and protecting public assets. Moreover, provide a safe work environment that minimizes occupational risk and financial loss.

SERVICES

- Enforce citywide policies and procedures
- Ensure compliance with local, state, and federal laws
- Offer employee assistance programs to assist with personal and family life issues (Finances, bereavement, etc.)
- Coordinate summer youth job programs for students in the community
- Provide mandatory training and development assistance

ACCOMPLISHMENTS

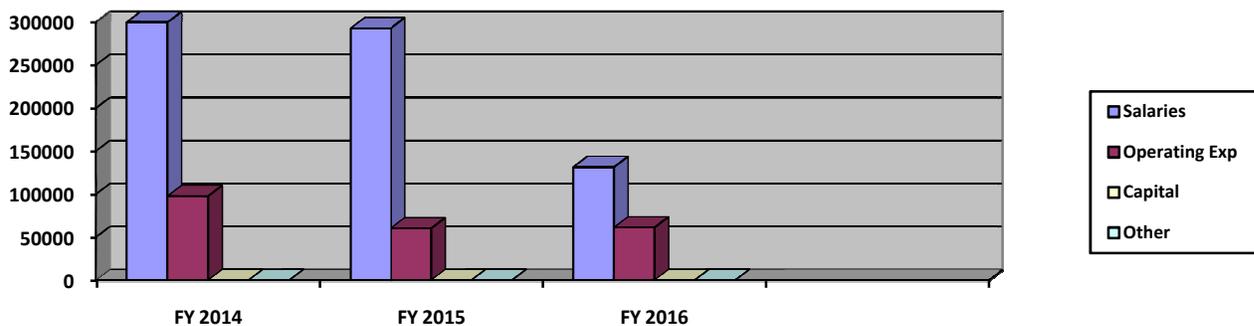
- Offer and develop employee skills for advancement
- Implement a full service Employee Wellness Program
- Instituted “Safety First” and “Shield” training programs, which are provided by the Florida League of Cities
- Enhance City benefits by restricting employee benefit packages and inserting a “GAP” plan, to reduce employee “out-of-pocket “co-payments. Consequently, the city saved \$164,000.
- Collaborated with a new Agent of Record (AOR), to provide a more comprehensive health benefits package

GOALS

| City Goals | Department Goals |
|--------------------------------|--|
| City Leadership and Management | <ul style="list-style-type: none"> To become recognized as one of the “Healthiest Cities” in three years Continuously improve the morale of city employees Form an employee-relations committee to institute employee appreciation incentives, as well as plan and coordinate events Create an internal “HR Roundtable” group to discuss employee relations and assist with making employee related decisions Collaborate with the Information Technology (IT) Department to create an employee ‘intranet’ portal |

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$299,486 | \$292,409 | \$131,060 |
| Operating Expenses | 97,518 | 60,091 | 61,100 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$397,004 | \$352,500 | \$192,160 |



DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|----------------------------|-----------------|
| Human Resources Director | 1 |
| Human Resources Specialist | 1 |
| Risk Manager | 1 |
| Administrative Assistant | 1 |
| Total | 4 |

FY 2016 DEPARTMENT HIGHLIGHTS

- Payroll function was moved to the Finance Department.
- Risk Management budget moved from City Attorney to Human Resources Department.
- Funding for Employee Recognition is included.
- Insurance is funded at \$466,280 in Risk Management as the General Fund portion and \$1,086,990 in the Water and Sewer Fund for a total of \$1,554,268.
- \$80,000 in included in Risk Management for contingencies.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|-----------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 610 | HUMAN RESOURCES | | | | | | | |
| DIV | 18 | RISK MANAGEMENT | | | | | | | |
| 513110 | SALARIES EXECUTIVE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 55,000 | \$ 55,000 | |
| 513120 | SALARIES REGULAR | - | - | - | - | - | - | - | |
| 513140 | SALARIES - OVERTIME | - | - | - | - | - | - | - | |
| 513210 | FICA | - | - | - | - | - | 4,210 | 4,210 | |
| 513220 | RETIREMENT | - | - | - | - | - | 3,995 | 3,595 | |
| 513230 | LIFE & HEALTH | - | - | - | - | - | 5,515 | 4,700 | |
| | PERSONNEL EXPENSES | - | - | - | - | - | 68,720 | 67,505 | |
| 513311 | EMPLOYEE PHYSICALS | - | - | - | - | - | - | - | |
| 513312 | OTHER PROFESSIONAL | - | - | - | - | - | - | - | |
| 513340 | OTHER CONTRACTED SVC | - | - | - | - | - | - | - | |
| 513390 | CONTINGENCIES | - | 4,102 | - | 25,500 | 25,500 | 20,000 | 80,000 | |
| 513420 | POSTAGE | - | - | - | - | - | 500 | 430 | |
| 513440 | RENTALS & LEASES | - | - | - | - | - | 5,000 | 5,000 | |
| 513451 | INSURANCE | 602,614 | 599,214 | 415,000 | 650,000 | 650,000 | 415,000 | 466,280 | |
| 513470 | PRINTING & BINDING | - | - | - | - | - | - | - | |
| 513493 | GENERAL EXPENSES | - | - | - | - | - | - | - | |
| 513510 | OFFICE SUPPLIES | - | - | - | - | - | - | - | |
| 513542 | EMPLOYEE TRAINING | - | - | - | - | - | - | - | |
| | OPERATING EXPENSES | 602,614 | 603,316 | 415,000 | 675,500 | 675,500 | 440,500 | 551,710 | |
| 513642 | OFFICE FURNITURE | - | - | - | - | - | - | - | |
| | CAPITAL OUTLAY | - | - | - | - | - | - | - | |
| | TOTAL RISK MANAGEMENT | \$ 602,614 | \$ 603,316 | \$ 415,000 | \$ 675,500 | \$ 675,500 | \$ 509,220 | \$ 619,215 | |
| | TOTAL HUMAN RESOURCES | \$ 357,079 | \$ 397,004 | \$ 393,350 | \$ 352,500 | \$ 352,500 | \$ 371,353 | \$ 811,375 | |



Finance Department

Finance Department

DEPARTMENT DESCRIPTION

The Finance Department is responsible for maintaining the fiscal integrity of the City's finances by ensuring accounts are paid, purchase orders are accurate, revenues are properly accounted for, and the general ledger is accurate. It is responsible for accounting, cash management, financial and debt management services, financial reporting, customer service, and collection of delinquent accounts.

The department monitors the financial activities of all City departments to ensure compliance with generally accepted accounting principles, city policies, State and Federal laws, and external funding agencies' requirements. The department assists the City Manager in the preparation of the City's annual Budget, Comprehensive Annual Financial Report, State of Florida Annual Financial Report, other financial reports as required and implements internal control procedures. The financial information provided is used by citizens, elected officials, grantors, and investors.

SERVICES

Financial Administration

- * Formulate and implement departmental policies and provide overall direction.
- * Coordinate departmental operation and management such as perform payroll, and legislative functions.
- * Manage the City's financial reporting, debt administration, billings and collections, accounts payable.
- * Advise the City Manager on fiscal policies.

Accounting

- * Collect and record all revenue
- * Maintain and balance accounts
- * Pay vendors for services and materials received
- * Prepare Comprehensive Annual Financial Report
- * Grant administration and reporting
- * Maintain record of fixed assets funded by grant funds

Utility Billing/Collections

- * Operate and manage all billing and customer services activities
- * Provide for collection activities related to delinquent accounts
- * Place and release liens on property

Grant Administration & Monitoring

- Prepare and submit grant applications
- Coordinate grant applications prepared by various departments and divisions

Finance Department

- Monitor grant contracts/agreements for compliance in implementing projects
- Prepare and submit financial and performance grants reports
- Identify sources of funding and inform the appropriate department and program coordinator

MAJOR ACCOMPLISHMENTS

- Improved collection rate on all utility billings
- Established a second cashier location at City Hall
- Contracted with a Debt collection company to collect on delinquent account for the City
- Provided customers with access to pay utility bill via phone
- Assisted Code Enforcement and Building department with SunGard training to better serve our customers
- Improved the City’s requisition process through on-line processing
- Negotiated the financing of the City new Administrative building
- Obtained a \$6MM line of credit to assist the city with its infrastructure projects
- Obtained over \$40MM of the State Revolving Loan program for Drinking water, Waste water and Storm water improvements
- Submitted four (8) federal, state and county grant applications.
- Submitted payment request and received payment for projects funded by grant awards
- Established quarterly financial reporting of city finances

GOALS

| City Goals | Department Goals |
|---------------------------------------|---|
| City Leadership and Management | <ul style="list-style-type: none"> • Continue Customer Service training in order to provide superior service to customers. • Cross training for all Finance personnel. • Continue to improve internal controls. • Provide employee training opportunities to improve their professional |

- goals.
- Continue to identify cost saving ideas in the way City does business.
- Explore creative ways to increase revenues on a recurring basis.
- Implement on-line payment method for Utility Billing and all of the City Services.
- Continuation of AMR project.
- Work with Public Works to eliminate illegal water usage.
- Continue the utility billing process on a timely basis.
- Continue to reconcile monthly bank statements on a timely basis.
- Strive to increase the percentage of direct-deposit employee payroll payment.
- Identify other sources of funding.
- Continue aggressive debt collection process.
- Reduce debt.
- Submit grants report and reimbursement requests on a timely basis.
- Update policies and procedures for the Finance Department.
- Add to fund balance and increase reserve fund account annually.

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|-------------------------------|--------------------|----------------------|--------------------|
| <u>Administration</u> | | | |
| Salaries & Benefits | \$531,256 | \$398,662 | \$529,285 |
| Operating Expenses | 129,444 | 68,140 | 71,500 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$660,700 | \$466,801 | \$600,785 |
| <u>Utility Billing</u> | | | |
| Salaries & Benefits | \$256,642 | \$252,465 | \$281,525 |
| Operating Expenses | 1,065,192 | 974,975 | 1,207,190 |
| Capital Outlay | 3,435,564 | 1,666,086 | 773,000 |
| Other | 0 | 0 | 0 |
| Total | \$4,757,398 | \$2,893,526 | \$2,261,715 |
| <u>Debt Service</u> | | | |
| | \$1,721,255 | \$1,727,390 | \$3,449,360 |
| Total | \$7,139,353 | \$5,087,718 | \$6,311,860 |

Finance Department

Administration

Included in the Administration Division are all of the personnel, operating and capital expenses of the day to day operations of the Finance Department. Occupational Licenses was moved to the Finance Department in FY 2015.

Utility Billing

Included in Utility Billing Division are the Utility Billing employee costs (\$281,525), the Water and Sewer Fund's portion of the City's liability insurance (\$1,087,990), the FY 2013 State Revolving Loan payment (\$350,000) and the annual SunTrust Loan payment (\$423,000).

Capital Improvement Debt Service

Included in Capital Improvement Debt Service is the 2011A&B Capital Improvement bond interest payment (\$430,000), principal payment (\$208,620) and a transfer out to the General Fund (\$2,286,440). The dollars transferred to the General Fund are the residual dollars available from Sales Tax and State Revenue Sharing revenues once the bond payments are made. In FY 2011, the City refinanced the 1994A Capital Improvement Revenue Bonds. The 1994A bonds were paid off and the City received an additional \$2 million in revenue to support current capital project needs. Those capital dollars were utilized to complete the Sherbondy Park Community Center. In 2014, the city negotiated an \$8.6 million Capital Improvement Note to purchase and equip a 4-story professional office building in the Downtown are to be used as the City's Administrative Office Complex. The City pledged Florida Power & Light and State of Florida Telecommunications Utility Tax revenues to repay the note. Once the principal and interest are paid, the residual will be transferred to the General Fund.

DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|---|-----------------|
| Finance Director | 1 |
| Assistant Finance Director | 1 |
| Budget Administrator | 1 |
| Administrative Assistant | 2 |
| Administrative Assistant – Payroll | 1 |
| Grant Writer | 1 |
| Accounts Payable Clerk | 1 |
| Utility Billing Supervisor | 1 |
| Utility Billing Specialist | 1 |
| Utility Billing Specialist/ Collections | 1 |
| Central Cashier | 1 |
| Total | 12 |

FY 2016 DEPARTMENT HIGHLIGHTS

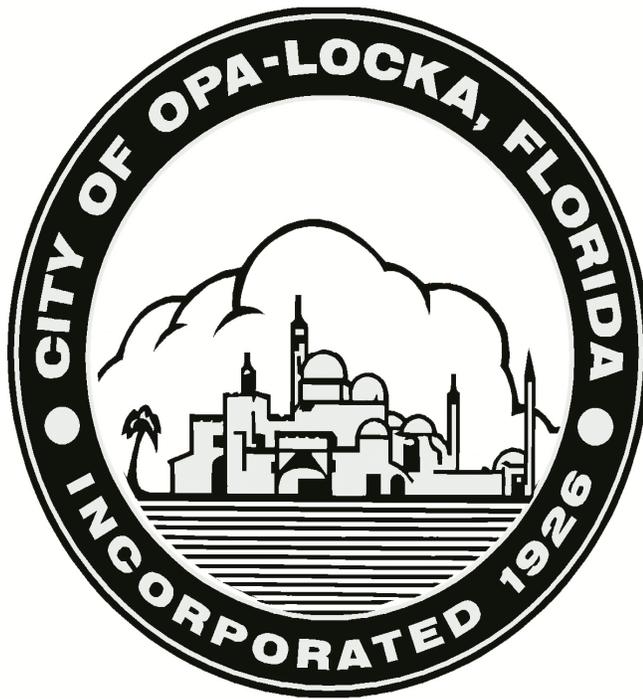
- Dollars are included to complete the annual audit report.
- The Water & Sewer portion of the property and liability insurance is included in the amount of \$1,087,990.
- The principal and interest payments for the 2011A&B bonds are included.
- The principal and interest payments for the 2014 Capital Improvement Note.
- In Other Contracted Services in the Water and Sewer Fund, funding is included to pay Municode for services related to printing and mailing the City's utility bills to residents.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|---------------------------------|------------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|-------------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 600 | FINANCE ADMINISTRATION | | | | | | | |
| DIV | 17 | FINANCE ADMINISTRATION | | | | | | | |
| 513110 | SALARIES EXECUTIVE | \$ 228,082 | \$ 205,720 | \$ 235,020 | \$ 200,613 | \$ 200,613 | \$ 225,515 | \$ 303,495 | |
| 513120 | SALARIES REGULAR | 134,728 | 203,074 | 167,170 | 125,806 | 125,806 | 189,780 | 111,280 | |
| 513140 | SALARIES - OVERTIME | 16,696 | 5,890 | 2,500 | 2,284 | 2,284 | 2,500 | 2,500 | |
| 513210 | FICA | 27,764 | 30,465 | 30,960 | 24,264 | 24,264 | 31,965 | 31,920 | |
| 513220 | RETIREMENT | 20,290 | 25,460 | 34,325 | 17,020 | 17,020 | 34,840 | 34,795 | |
| 513230 | LIFE & HEALTH | 34,419 | 60,647 | 53,525 | 28,674 | 28,674 | 58,850 | 45,295 | |
| 513499 | CAR ALLOWANCE | 1,754 | - | - | - | - | - | - | |
| | PERSONNEL COSTS | 463,733 | 531,256 | 523,500 | 398,662 | 398,662 | 543,450 | 529,285 | |
| 513311 | EMPLOYEE PHYSICALS | 70 | - | - | - | - | - | - | |
| 513312 | OTHER PROFESSIONAL | 93,408 | 25,751 | 10,000 | 265 | 265 | 10,000 | - | |
| 513320 | ACCOUNTING & AUDITING | 12,063 | 65,052 | 40,000 | 35,000 | 35,000 | 42,000 | 40,000 | |
| 513400 | TRAVEL | 313 | - | - | - | - | - | - | |
| 513420 | POSTAGE | 1,384 | 1,731 | 4,000 | 300 | 300 | 4,000 | 1,500 | |
| 513440 | RENTALS & LEASES | 8,296 | 7,404 | 8,000 | 6,225 | 6,225 | 8,000 | 7,500 | |
| 513470 | PRINTING & BINDING | 94 | - | 550 | - | - | 550 | - | |
| 513493 | GENERAL EXPENSES | (2,766) | 5,543 | 2,500 | 1,090 | 1,090 | 2,500 | 1,500 | |
| 513510 | OFFICE SUPPLIES | 9,661 | 7,301 | 5,500 | 7,405 | 7,405 | 7,000 | 6,000 | |
| 513520 | OPERATING EXPENSE | 1,067 | 14,720 | 1,000 | 17,855 | 17,855 | 1,200 | 15,000 | |
| 513540 | PUBL/SUBS/MEMBERSHIP | 225 | 225 | - | - | - | - | - | |
| 513541 | EDUCATIONAL COSTS | 1,710 | 1,717 | - | - | - | - | - | |
| | OPERATING COSTS | 125,525 | 129,444 | 71,550 | 68,140 | 68,140 | 75,250 | 71,500 | |
| 513646 | COMPUTER EQUIPMENT | 669 | - | - | - | - | - | - | |
| | CAPITAL OUTLAY | 669 | - | - | - | - | - | - | |
| | TOTAL FINANCE DEPARTMENT | \$ 589,927 | \$ 660,700 | \$ 595,050 | \$ 466,801 | \$ 466,801 | \$ 618,700 | \$ 600,785 | |

| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
|-----------------------------------|----------------------|----------------------------------|---------------------|---------------------|---------------------|-------------------------|---------------------|---------------------|--|
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 230 | CAPITAL IMPROVEMENT DEBT SERVICE | | | | | | | |
| DEPT | 600 | FINANCE DEPARTMENT | | | | | | | |
| DIV | 83 | DEBT SERVICE | | | | | | | |
| 513710 | BOND PRINCIPAL | \$ 390,000 | \$ 403,000 | \$ 416,000 | \$ 416,000 | \$ 416,000 | \$ 430,000 | \$ 430,000 | |
| | BOND PRINCIPAL-2015 | - | - | - | - | - | 218,915 | 218,915 | |
| 513720 | BOND INTEREST | 247,780 | 235,586 | 222,855 | 222,855 | 222,855 | 208,620 | 208,620 | |
| | BOND INTEREST-2015 | - | - | - | - | - | 305,385 | 305,385 | |
| 513730 | OTHER DEBT SERVICE | - | - | - | - | - | - | - | |
| 513740 | BOND ISSUE COST | - | 25,500 | - | - | - | - | - | |
| 513910 | TRANS OUT UNRES DEBT | 969,100 | 1,057,169 | 1,088,535 | 1,088,535 | 1,088,535 | 2,286,440 | 2,286,440 | |
| TOTAL DEBT SERVICE | | \$ 1,606,880 | \$ 1,721,255 | \$ 1,727,390 | \$ 1,727,390 | \$ 1,727,390 | \$ 3,449,360 | \$ 3,449,360 | |

| CITY OF OPA-LOCKA | | | | | | | | |
|-----------------------------------|---------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 410 | SOLID WASTE | | | | | | |
| DEPT | 600 | FINANCE DEPARTMENT | | | | | | |
| DIV | 31 | UTILITY BILLING | | | | | | |
| 534120 | SALARIES - REGULAR | - | - | - | - | - | - | - |
| 534140 | SALARIES - OVERTIME | - | - | - | - | - | - | - |
| 534210 | FICA | - | - | - | - | - | - | - |
| 534220 | RETIREMENT | - | - | - | - | - | - | - |
| 534230 | LIFE AND HEALTH | - | - | - | - | - | - | - |
| | PERSONNEL EXPENSES | - | - | - | - | - | - | - |
| 534312 | OTHER PROFESSIONAL | - | - | - | - | - | - | - |
| 534340 | OTHR CONTR SVCS | - | - | - | - | - | - | - |
| 534391 | REIMBURSEMENT - AD | - | - | - | - | - | - | - |
| 534431 | SOLID WASTE DISPOS | - | - | - | - | - | - | - |
| 534451 | INSURANCE | - | - | - | - | - | - | - |
| 534450 | GAS, OIL, GREASE | - | - | - | - | - | - | - |
| 534592 | CURBSIDE RECYCLING | - | - | - | - | - | - | - |
| | OPERATING EXPENSES | - | - | - | - | - | - | - |
| 534915 | RETAINED EARNINGS | - | - | - | - | - | - | - |
| 534916 | RESERVE SICK/ANNUA | - | - | - | - | - | - | - |
| 513970 | BAD DEPT EXPENSE | 10,531 | - | - | - | - | - | - |
| | NON-OPERATING EXP | 10,531 | - | - | - | - | - | - |
| TOTAL UTILITY BILLING | | \$ 10,531 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|---------------------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|--------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 440 | WATER & SEWER | | | | | | | |
| DEPT | 600 | FINANCE DEPARTMENT | | | | | | | |
| DIV | 61 | UTILITY BILLING | | | | | | | |
| 513110 | SALARIES EXECUTIVE | \$ 1,038 | \$ 2,423 | \$ - | \$ 46,522 | \$ 46,522 | \$ - | \$ - | |
| 513120 | SALARIES REGULAR | 103,893 | 190,066 | 192,485 | 144,423 | 144,423 | 186,555 | 214,740 | |
| 513140 | SALARIES - OVERTIME | 7,407 | 12,374 | 7,000 | 20,138 | 20,138 | 7,000 | 7,000 | |
| 513210 | FICA | 8,212 | 15,245 | 15,260 | 14,650 | 14,650 | 14,810 | 16,965 | |
| 513220 | RETIREMENT | 6,948 | 11,193 | 14,700 | 11,170 | 11,170 | 14,055 | 16,100 | |
| 513230 | LIFE & HEALTH | 24,802 | 25,341 | 32,695 | 15,562 | 15,562 | 32,500 | 26,720 | |
| | PERSONNEL EXPENSES | 152,300 | 256,642 | 262,140 | 252,465 | 252,465 | 254,920 | 281,525 | |
| 513312 | OTHER PROFESSIONAL | 26,031 | 7,510 | 10,000 | 60,825 | 60,825 | 10,000 | 10,000 | |
| 513320 | ACCOUNTING & AUDIT | 19,635 | 65,837 | 28,000 | 19,313 | 19,313 | 30,000 | 30,000 | |
| 513340 | OTHER CONTRACTED SVC | 31,127 | 38,338 | 39,000 | 62,339 | 62,339 | 25,000 | 50,000 | |
| 513420 | POSTAGE | 10,422 | 8,897 | 25,000 | 40 | 40 | 25,000 | - | |
| 513430 | ELECTRIC GAS & WAT | 1,713 | 1,783 | 1,100 | 1,700 | 1,700 | 1,100 | 1,700 | |
| 513440 | RENTALS & LEASES | 34,428 | 38,527 | 39,000 | 32,525 | 32,525 | 37,100 | - | |
| 513451 | INSURANCE | 84,195 | 871,913 | 700,000 | 780,650 | 780,650 | 750,000 | 1,087,990 | |
| 513493 | GENERAL EXPENSES | 9,808 | 12,397 | - | 14,723 | 14,723 | 7,000 | 10,000 | |
| 513510 | OFFICE SUPPLIES | 3,433 | 3,563 | 3,000 | 2,860 | 2,860 | 4,000 | 3,000 | |
| 513511 | LIEN RECORDING CHARGE | 200 | 430 | 5,000 | - | - | 4,000 | 1,000 | |
| 513520 | OPERATING EXPENSE | 2,447 | 9,900 | 5,000 | - | - | 5,000 | - | |
| 513528 | SOFTWARE MAINTENANC | - | 5,775 | 12,500 | - | - | - | 12,500 | |
| 513541 | EDUCATIONAL COSTS | 1,844 | 322 | 1,000 | - | - | 12,500 | 1,000 | |
| | OPERATING EXPENSES | 225,283 | 1,065,192 | 868,600 | 974,975 | 974,975 | 910,700 | 1,207,190 | |
| 513723 | STATE REVOLVING LOAN | 103,297 | 50,255 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | |
| 513734 | SUNTRUST LOAN PYMT | 422,979 | 44,098 | 423,000 | 423,000 | 423,000 | 423,000 | 423,000 | |
| 513909 | TRANS OUT GENERAL | - | 3,125,106 | - | 784,581 | 784,581 | - | - | |
| 513913 | TRANS OUT CRA FUND | 104,167 | 142,821 | 250,000 | 108,505 | 108,505 | 205,000 | - | |
| 513970 | BAD DEBTS | - | 73,284 | - | - | - | - | - | |
| 519990 | UNRECONCIABLE DIFF | 78,647 | - | - | - | - | - | - | |
| | NON-OPERATING EXP | 709,090 | 3,435,564 | 1,023,000 | 1,666,086 | 1,666,086 | 978,000 | 773,000 | |
| | TOTAL FINANCE - UTILITY BILLING | \$ 1,086,673 | \$ 4,757,398 | \$ 2,153,740 | \$ 2,893,526 | \$ 2,893,526 | \$ 2,143,620 | \$ 2,261,715 | |



Information Technology

Information Technology

DEPARTMENT DESCRIPTION

The Information Technology (IT) Department leverages innovative technologies to deliver services ultimately designed to improve government services, our community and the lives of the City's residents and organizations that live, and work in our community. The IT Department is an internal service department that serves the Information Technology needs of the City's departments. IT is dedicated to partnering with City departments to provide them with technological solutions, both hardware and software, that help them improve the quality of service they provide.

The mission of the IT Department is to provide exceptional, innovative, and customer-driven technology services that enable the business of City government to be conducted with excellence. The City of Opa-locka proudly recognizes the role Information Technology plays in fulfilling the City's mission of delivering exceptional municipal services for an exceptional community. The IT Departmental has developed goals in order to establish our intent to become, and to remain a world-class IT department that provides exceptional services.

The Information Technology Department plays a unique and critical role in assisting all City departments to accomplish their departmental goals while maximizing efficiency. The department's budget has been strategically developed to fulfill the need to advance technically and streamline City operations.

SERVICES

IT provides technology in the broad area of Administration, Server Support, Desktop and Education, including Network Communications, Document Management, Enterprise Application, Department Specific Applications, Web Infrastructure, OPATV Operations, and Motorola Digital Radio Service.

Information Technology Administration

Develops and Implements an overall information technology strategy, architecture and support structure for the operating departments in the City of Opa-locka.

- To develop information management solutions that enable City of Opa-locka government work smarter (leadership).
- To provide an integrated computing system that provides efficient and productive information tools for the city to conduct its business (Integration).
- To deliver a top level of support services to the city departments (Service).
- To make government information more available, accessible, and affordable (Access).
- To align IT investment with organizations needs (Strategy).
- To minimize the cost of technology and information management (Cost of Ownership).
- To transform business practices to capture the benefits of automation (Process Redesign).

Information Technology

Server Support

- To provide server support services fundamental to supporting City of Opa-locka information services environment for the City and the Police Department while ensuring that all computer infrastructure remains highly available, reliable, and serviceable.

Desktop and Educational Support

- To provide superior customer service through high level software and hardware support, which meet the professional needs and objectives of city staff.

Communications

- To support, implement, develop and maintain communication system for the City of Opa-locka. Communication systems include telephone services, wireless technology services, Local Area Networks (LAN) and Wide Area Networks (WAN) data communications, two way radio communications, camera surveillance systems, and network security systems.

OPATV

- Continue to produce high quality information through the City of Opa-locka's OPATV operations and all elements related to effective communications from government to the citizens of the City of Opa-locka.

MAJOR ACCOMPLISHMENTS

- Successfully relocated all City desktops, servers, networking devices, and electronic components from the rental office space to 780 Fisherman Street with zero loss or damaged equipment
- Automation of the permit system
- Designed and implemented wifi at all city owned locations
- Designed and implemented new computer network at Helen Miller Center for both employees and public computer lab
- Completed migration of Sungard ERP to cloud
- Successfully completed technical audit from Florida Department of Law Enforcement (FDEP) with no findings
- Implemented virtual credit card terminals for processing payments in any City computer
- Implemented city Gateway network connection along with remote management and surveillance
- Reduced telecom spending by \$13,000 per year
- Implemented Mobile Device Management for all City devices
- Upgraded all mobile data devices to use LTE technology
- Reconditioned Moto Trbo radio system for use by Public Works and Code Enforcement
- implemented e-citation for electronic submission of traffic tickets to Dade County Clerk of Courts
- Successfully provided connection vi point wireless to CIP trailer with no recurring costs
- Completed an estimated 2,500 calls for service in FY 2015

Information Technology

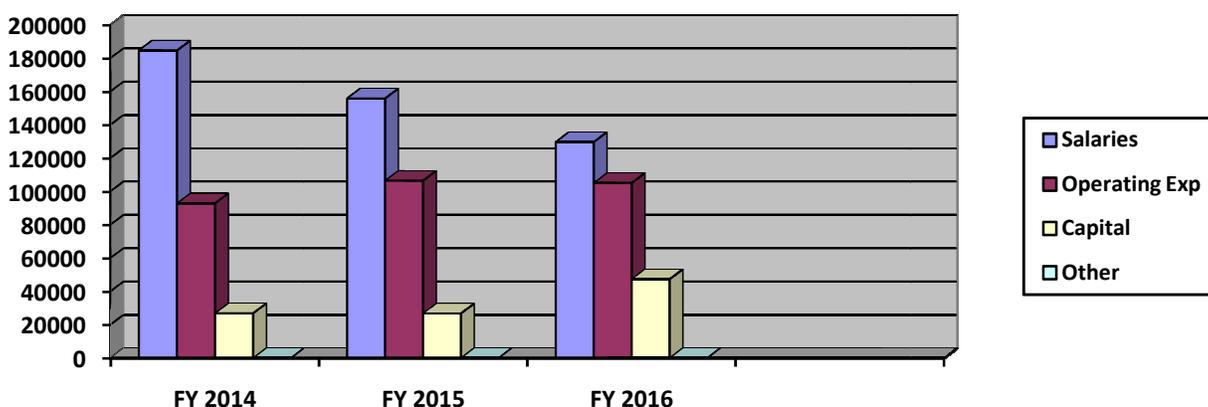
GOALS

| City Goals | Department Goals |
|--|--|
| <p>City Leadership and Management</p> | <ul style="list-style-type: none"> • Continue to centralize printing to reduce costs • Implement policies to further streamline IT procedures • Continue to analyze and reduce the City’s redundant technology charges • Upgrade ageing critical servers using virtualization technology which provides an instant savings when compared to traditional servers. |
| <p>Community Development</p> | <ul style="list-style-type: none"> • Continue to enhance and develop content to be placed on the City’s website • Manage a cosmetic redesign of the City’s website • Continue to increase turnaround time on all IT related service calls • Identify new technology to effectively relay new information to residents • Integrate a Citizen’s Request Portal on City’s website • Apply for City recognition on outstanding Information Technology • Continue growing support for the Police Department’s applications • Implement an offsite location to backup all stored data. • Deploy new police laptops with new FDLE/FBI security • Develop e-waste recycling program • Implement Wi-Fi at all city facilities (private and public use) |

Information Technology

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$184,527 | \$155,733 | \$129,590 |
| Operating Expenses | 92,794 | 106,370 | 105,000 |
| Capital Outlay | 26,779 | 26,685 | 47,260 |
| Other | 0 | 0 | 0 |
| Total | \$304,100 | \$288,788 | \$281,850 |



DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|--------------------------------|-----------------|
| IT Director | 1 |
| Information Systems Specialist | 1 |
| Total | 2 |

FY 2016 DEPARTMENT HIGHLIGHTS

- Funding in the amount of \$95,000 is included for software licensing.
- In the Computer Equipment line item, \$40,000 is included for city-wide computer needs.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|------------------------------|------------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 200 | CITY MANAGER | | | | | | | |
| DIV | 14 | INFORMATION TECHNOLOGY | | | | | | | |
| 512110 | SALARIES EXECUTIVE | \$ 64,090 | \$ 64,165 | \$ 62,775 | \$ 58,492 | \$ 58,492 | \$ 62,775 | \$ 62,775 | |
| 512120 | SALARIES REGULAR | 65,569 | 73,942 | 62,400 | 61,069 | 61,069 | 53,445 | 35,000 | |
| 512140 | SALARIES - OVERTIME | 8,625 | 5,024 | 3,000 | 3,390 | 3,390 | 3,000 | 3,000 | |
| 512210 | FICA | 10,362 | 10,433 | 9,805 | 8,757 | 8,757 | 9,120 | 7,710 | |
| 512220 | RETIREMENT | 5,061 | 6,915 | 9,245 | 7,283 | 7,283 | 8,455 | 7,115 | |
| 512230 | LIFE & HEALTH | 20,317 | 24,048 | 21,775 | 16,741 | 16,741 | 16,385 | 13,990 | |
| | PERSONNEL EXPENSES | 174,024 | 184,527 | 169,000 | 155,733 | 155,733 | 153,180 | 129,590 | |
| 512311 | EMPLOYEE PHYSICALS | - | 59 | - | - | - | - | - | |
| 512510 | OFFICE SUPPLIES | 2,909 | 2,343 | 3,000 | 1,532 | 1,532 | 3,000 | - | |
| 512520 | OPERATING EXPENSES | 10,193 | 12,696 | 18,500 | 9,837 | 9,837 | 18,500 | 10,000 | |
| 512528 | SOFTWARE LICENSING | 56,769 | 77,696 | 77,250 | 95,000 | 95,000 | 78,370 | 95,000 | |
| | OPERATING EXPENSES | 69,871 | 92,794 | 98,750 | 106,370 | 106,370 | 99,870 | 105,000 | |
| 512646 | COMPUTER EQUIPMENT | 39,032 | 24,798 | 30,000 | 22,485 | 22,485 | 30,000 | 40,000 | |
| 512648 | AUTO LEASE/ PURCHASE | 2,500 | 1,981 | 4,200 | 4,200 | 4,200 | 7,260 | 7,260 | |
| | CAPITAL OUTLAY | 41,532 | 26,779 | 34,200 | 26,685 | 26,685 | 37,260 | 47,260 | |
| | TOTAL INFORMATION TECHNOLOGY | \$ 285,427 | \$ 304,100 | \$ 301,950 | \$ 288,788 | \$ 288,788 | \$ 290,310 | \$ 281,850 | |



Community Development

Community Development

DEPARTMENT DESCRIPTION

The Planning and Community Development (CDD) is responsible for the direction and coordination of all growth, development and redevelopment related programs. The administration oversees the city's current and long-term planning processes. The Department will continue strengthening the local economy through planning and the expansion and business retention activities for the overall betterment of the city.

The Department will continue strengthening the local economy through meticulous planning and the expansion and retention of businesses activities for the overall betterment of the city and its residents.

Planning and Zoning - responsible for administering the city's current and long range planning efforts including the implementation of land use development, processing rezoning and land use applications, and the development of community neighborhood plans.

Community Development - Assists in the relocation and / expansion of businesses in the City of Opa-locka, FL by providing demographic and market data about the city, information on available space for lease, land for sale, as well as providing incentives to businesses through various county agencies and non-profit organizations.

SERVICES

- Coordinate City's planning activities.
- Recommend updates and amendments to the City's Comprehensive Master Development Plan
- Prepares reports and analysis for applications to the Planning Council, Zoning Board of Appeals, and City Commission.
- Collects and maintains demographic data application to the development and redevelopment of the city.
- Provides recommendations related to business recruitment, retention, and expansion.
- Manages the City's Community Redevelopment Agency (CRA) activities.

Community Development

ACCOMPLISHMENTS

- Working with the Planning Consultant on a weekly basis to administer the 2011 Community Challenge Grant and Choice Neighborhood Planning Grant. This grant will produce the new Comprehensive Master Plan and Land development Regulation/Zoning Code for the City of Opa-locka. Grant ended April 2015.
- Monitored the Magnolia North Redevelopment Overlay District allowing the development of new housing and the rehabilitation of underutilized buildings.
- Managed the permitting process of the new Family Dollar Store which opened May 2015.
- Recipient of Tree City USA designation. The City has successfully demonstrated our commitment to caring for and managing trees throughout the City.
- Participated in the successful application submission to the EPA. The City was awarded \$400,000 for assessment on Brownfield sites in the City.

GOALS

Support of New Development/Redevelopment & Beautification:

- Staff participated in weekly meetings for the Code Enforcement Task Team
- The Corradino Group is working on the progress in the Comprehensive Plan and Land Development Regulation/Zoning Code.
- We have attended the Miami Dade County League of Cities to discuss annexation of UMSA/North Central MAC Area.
- The Community Development Department along with the City financial staff/grant writer participated in mandatory conference calls in regards to The Community Challenge Grant (HUD)
- The Community Development Department and Planning Consultant, the Corradino Group have completed the review of the Land Development Regulation/Zoning Code and will present it to the City Planning Council and Commission late Summer/early Fall 2015

Promote Management of Fiscal Responsibility

- Staff attended staff meetings as needed
- Meeting with Staff to discuss (Important Projects / Planning)
- Financial reports are shared with all staff members.

Promote Teamwork

- Staff attended monthly meetings with OLCDC to determine opportunities to assist in Redevelopment of Magnolia North, Magnolia Gardens and to support events for the Downtown Opa-locka area.

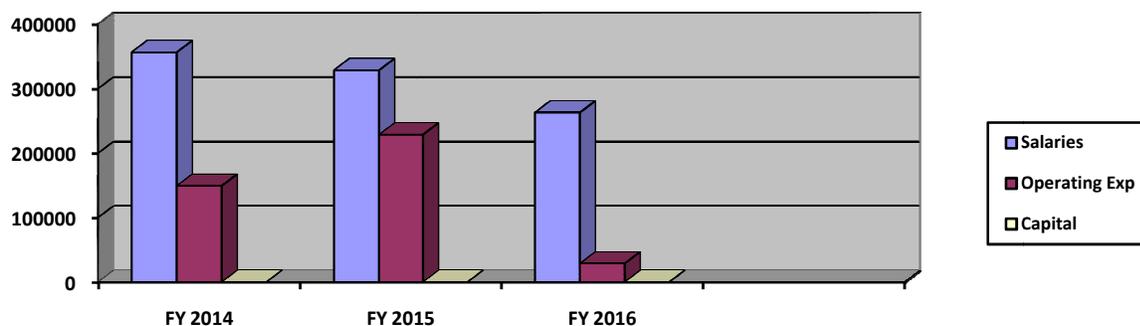
Community Development

Future Positions

- Recommended positions for improving the level of efficiency for the department:
- Economic Development Specialist/CRA Liaison-Coordinator
- Summer Interns

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$356,430 | \$275,296 | \$279,610 |
| Operating Expenses | 149,177 | 173,208 | 48,700 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$505,607 | \$448,504 | \$328,310 |



DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|--------------------------------|-----------------|
| Community Development Director | 1 |
| Planner | 1 |
| Zoning Officer | 1 |
| Executive Secretary | 1 |
| Totals | 4 |

FY 2016 DEPARTMENT HIGHLIGHTS

→ In the Other Professional Services line item, \$35,000 is included for an annexation study.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|------------------------------------|------------------------|-------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 150 | COMMUNITY DEVELOPMENT | | | | | | | |
| DIV | 37 | COMPREHENSIVE PLANNING | | | | | | | |
| 515110 | SALARIES - EXECUTIVE | \$ 143,143 | \$ 103,215 | \$ 155,000 | \$ 109,921 | \$ 109,921 | \$ 165,710 | \$ 127,505 | |
| 515120 | SALARIES - REGULAR | 72,640 | 197,369 | 104,355 | 100,937 | 100,937 | 118,270 | 93,390 | |
| 515130 | SALARIES - PART TIME | - | - | - | - | - | - | - | |
| 515140 | SALARIES - OVERTIME | - | 300 | - | - | - | - | - | |
| 515210 | FICA | 16,344 | 22,563 | 19,840 | 15,381 | 15,381 | 16,900 | 16,900 | |
| 515220 | RETIREMENT | 7,664 | 14,655 | 19,115 | 12,309 | 12,309 | 16,040 | 16,040 | |
| 515230 | LIFE AND HEALTH | 21,521 | 18,328 | 30,245 | 36,748 | 36,748 | 30,145 | 25,775 | |
| | PERSONNEL EXPENSES | 261,312 | 356,430 | 328,555 | 275,296 | 275,296 | 347,065 | 279,610 | |
| 515311 | EMPLOYEE PHYSICALS | 35 | - | - | - | - | - | - | |
| 515312 | OTHER PROFESSIONAL | 52,223 | 19,187 | 15,000 | 19,049 | 19,049 | 15,000 | 35,000 | |
| 515400 | TRAVEL & PER DIEM | 1,328 | 47 | - | - | - | - | - | |
| 515420 | POSTAGE | 3,468 | 135 | 500 | 160 | 160 | 500 | 500 | |
| 515440 | RENTALS & LEASES | 10,375 | 9,524 | 9,500 | 7,200 | 7,200 | 9,500 | 9,500 | |
| 515470 | PRINTING AND BINDI | 969 | 83 | 1,000 | - | - | 1,000 | 1,000 | |
| 515493 | GENERAL EXPENSES | 66 | - | - | - | - | - | - | |
| 515510 | OFFICE SUPPLIES AN | 3,770 | 2,182 | 2,200 | 4,267 | 4,267 | 2,200 | 2,200 | |
| 515520 | OPERATING SUPPLIES | - | 39 | 500 | 450 | 450 | 500 | 500 | |
| 515531 | COMMUNITY CHALLENG | 179,923 | 117,980 | 200,000 | 133,082 | 133,082 | - | - | |
| 515532 | NEA GRANT | - | - | - | 9,000 | 9,000 | - | - | |
| | OPERATING EXPENSES | 252,157 | 149,177 | 228,700 | 173,208 | 173,208 | 28,700 | 48,700 | |
| | TOTAL COMMUNITY DEVELOPMENT | \$ 513,469 | \$ 505,607 | \$ 557,255 | \$ 448,504 | \$ 448,504 | \$ 375,765 | \$ 328,310 | |

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Building Department

Building & Licenses

DEPARTMENT DESCRIPTION

Building services is responsible for the administration and enforcement of the uniform codes and related federal, state, and City adopted laws and ordinances. This responsibility includes meeting state mandates to assure all structures meet or exceed the minimum life safety standards of the aforementioned codes, laws, and ordinances. This division assures these standards by providing organized procedure for the reviewing of plans and specifications, field checking construction projects, and investigation of substandard structures for abatement.

Administration

The function of the building official with the support of the building services clerk staff. The building official is responsible for the administration and enforcement of federal, state, and City laws and ordinances as they relate to the construction, use and occupancy of every building in the City. Special projects are also a function of this section. These special projects include the development and implementation of ordinances, programs, policies and code adoptions.

Public Counter/Permit Issuance

This section is responsible for the effective and convenient facilitation of permit processing. This facilitation includes the computer generation of permit processing and tracking permit applications, and the subsequent issuance of permits.

Next Day/Building Inspections

The section responsible for proper inspection of all construction work to assure compliance with approved plans and laws, ordinances pertaining to construction, use and occupancy. Inspections can be requested over the City's Inspection Request Line at (305) 953-2868 x6. All inspections requested by 4:00pm on any working day will be conducted on the following working day.

Records:

Conducts research on record requests received from the general public; complies with State of Florida Public Records requirements; maintains control of all records; enters and retrieves information from the filing system.

Our mission is to provide safe and healthy structures through the effective application of construction code standards, professional inspections and quality service to the citizens of the City of Opa-locka.

Building & Licenses

SERVICES

- Provide review of City Codes, Florida Building & Zoning Codes and County Land Development.
- Review building/land development applications to ensure consistency with Comprehensive Master Plan.
- Provide inspections to ensure compliance with the occupational license ordinance.
- Provide inspections to ensure compliance with the certificate of use ordinance.
- Provide inspections to ensure compliance with the Landlord Tenant ordinance.
- Provide inspections of building construction activity for compliance with codes.
- Review building plans.
- Issue permits and certificates of occupancy.
- Issue notices to owners of 40-year old buildings to comply with the structural and electrical inspection for building recertification and review consultant's reports.

ACCOMPLISHMENTS

- * Successfully completed the review of plans for the rehabilitation of Historic City Hall
- * Successfully petitioned and received approval from Miami Dade County Public Housing and Community Development to demolish the following eight (8) structures:
 - >> 2061 Wilmington Street
 - >> 1851 Wilmington Street
 - >> 2090 Ali Baba Ave
 - >> 141 Sharazad Blvd
 - >> 2121 Rutland Street
 - >> 1325 Jann Avenue
 - >> 1790 Washington Avenue
 - >> 1960 Rutland Street
- * Completed application to the National Flood Insurance Program (NFIP) Community rating system to receive a discount
- * Completed the review of thirty (30) building recertification structural and engineering repairs

Building & Licenses

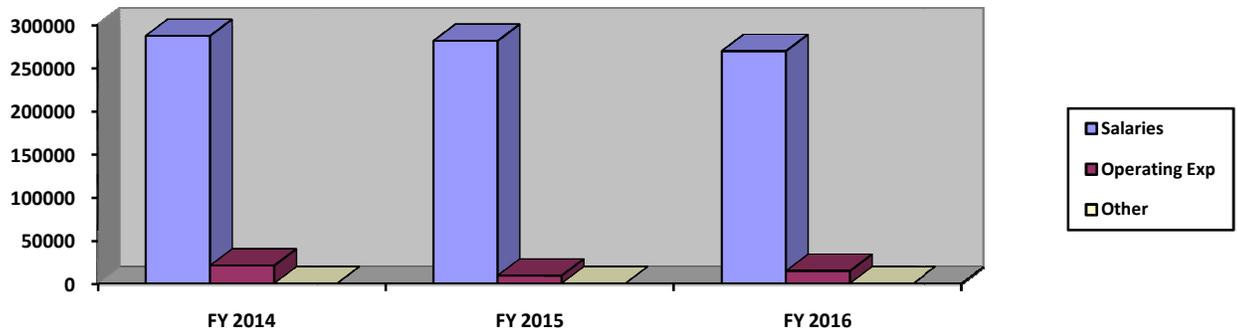
GOALS

| City Goals | Department Goals |
|-----------------------------|--|
| Economic Development | <ul style="list-style-type: none"> • Improve the Building Code effectiveness grading by more aggressive enforcement of building codes which will provide for safer buildings, less damage, and lower insurance costs. • Continue to attract developers/businesses that will strengthen the City's economic development base. • Reduce paper permitting process and utilize the Sungard System automating department to effectively expedite the processing of permitting electronically for better tracking. • Continue to maintain the National Flood Insurance Program Community Rating System reporting so residents can continue receiving a flood insurance discount. • Keep up with new and changing legislation to properly interpret and enforce City Codes, County Land Development and Florida Building and Zoning Codes. • Continue to provide effective and efficient customer service and building service, while responding to the building industry and providing protection for our citizens and visitors. |

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$286,962 | \$281,127 | \$269,395 |
| Operating Expenses | 20,658 | 9,020 | 14,400 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$307,620 | \$290,146 | \$283,795 |

Building & Licenses



DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|----------------------------|-----------------|
| Building Official | 1 |
| Administrative Assistant | 1 |
| Building Clerk | 1 |
| Mechanical Inspector (P/T) | 1 |
| Plumbing Inspector (P/T) | 1 |
| Electrical Inspector (P/T) | 1 |
| Total | 6 |

FY 2016 DEPARTMENT HIGHLIGHTS

→ The FY 2016 budget includes the part-time positions for inspectors.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|----------------------|---------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 240 | BUILDING DEPARTMENT | | | | | | | |
| DIV | 30 | BUILDING DEPARTMENT | | | | | | | |
| 524110 | SALARIES EXECUTIVE | \$ - | \$ - | \$ 67,500 | \$ 29,699 | \$ 29,699 | \$ 67,500 | \$ 94,995 | |
| 524120 | SALARIES REGULAR | 151,359 | 225,506 | 111,215 | 150,097 | 150,097 | 431,215 | 66,290 | |
| 524130 | SALARIES - PART TIME | | - | 135,615 | 53,700 | 53,700 | 135,615 | 56,650 | |
| 524140 | SALARIES - OVERTIME | 1,524 | 709 | - | - | - | - | - | |
| 524210 | FICA | 11,650 | 17,279 | 24,050 | 17,831 | 17,831 | 48,526 | 16,675 | |
| 524220 | RETIREMENT | 10,401 | 13,189 | 23,165 | 8,769 | 8,769 | 46,052 | 15,915 | |
| 524230 | LIFE & HEALTH | 26,846 | 30,279 | 20,130 | 21,032 | 21,032 | 20,130 | 18,870 | |
| | PERSONNEL EXPENSES | 201,780 | 286,962 | 381,675 | 281,127 | 281,127 | 749,039 | 269,395 | |
| 524312 | OTHER PROFESSIONAL | 132,730 | 4,305 | 5,000 | 1,876 | 1,876 | 35,000 | 5,000 | |
| 524340 | OTHER CONTRACTED SVC | - | - | - | - | - | - | - | |
| 524420 | POSTAGE | 390 | - | - | - | - | - | - | |
| 524440 | RENTALS & LEASES | 6,023 | 5,100 | 3,000 | 4,074 | 4,074 | 3,000 | 3,000 | |
| 524470 | PRINTING & BINDING | 862 | 1,971 | 2,000 | 702 | 702 | 2,000 | 2,000 | |
| 524493 | GENERAL EXPENSES | 1,036 | 5,332 | 1,800 | 803 | 803 | 1,800 | 1,800 | |
| 524510 | OFFICE SUPPLIES & | 1,405 | 2,009 | 2,100 | 952 | 952 | 2,100 | 2,100 | |
| 524520 | OPERATING SUPPLIES | 493 | - | 500 | - | - | 500 | 500 | |
| 524540 | PUBL/ SUBSC/ MEMBER | - | 1,941 | - | - | - | - | - | |
| 524541 | EDUCATIONAL COSTS | - | - | - | 614 | 614 | - | - | |
| | OPERATING EXPENSES | 142,939 | 20,658 | 14,400 | 9,020 | 9,020 | 44,400 | 14,400 | |
| TOTAL BUILDING DEPARTMENT | | \$ 344,719 | \$ 307,620 | \$ 396,075 | \$ 290,146 | \$ 290,146 | \$ 793,439 | \$ 283,795 | |



Parks & Recreation

Parks & Recreation

DEPARTMENT DESCRIPTION

The Parks and Recreation Department provides oversight to recreation facilities, activities, and programs to meet the demands for leisure time opportunities for Opa-locka residents. The department plays a major role in maintaining a sense of community pride and providing quality of life expected by the residents. This role is exemplified through the department's delivery of programs and services that enhance the city's attractiveness as a desired place to live, work, and visit.

Sherbondy, Segal, and Ingram Parks provide open spaces and avenues for participation and enjoyment of leisure, fitness and cultural programs offered by the department.

SERVICES

- Football/Cheerleading Program-Entering the 9th year this fall under the City of Opa-locka, the football program is striving to becoming the signature sporting program. The staff is attempting to field teams @ Ingram and Sherbondy for the first time in the city's history.
- Baseball/Basketball-Entering the 10th year this spring under the City of Opa-locka. The program has increased the previous years with the goal of fielding teams @ Ingram and Sherbondy Park for the first time in the city's history.
- Seniors on the Move-The Seniors program helps improve and enhance the quality of life for the seniors and the communities. The seniors are able to fellowship and share their knowledge, wisdom and experiences with others. The seniors are heavily involved in city sponsored events, activities and or field trips. The Parks/Recreation Department's goal is to further enhance and introduce additional resources and recommend increased future funding for their annual budget.
- Camps (Spring, Summer & Winter). The camps are designed to assist the youths in programming and learning skills while out of school by providing structured activities that include arts/crafts, field trips and life skills.
- Special Events-Community Meets the Parks/Recreation Staff; Easter Egg Hunt; and annual Toy giveaway.
- Crime Prevention - This project combines counseling, tutorial, educational and recreational activities designed to empower participants, enhance self-esteem and self-confidence, and to develop survival and leadership skills.

Parks & Recreation

ACCOMPLISHMENTS

- Successfully planned and supervised several events throughout the year including a Black History Month event, monthly Community Bingo, Easter Egg Hunt, Book Bag Giveaway, Christmas Holiday in the Park, and daily Seniors on the Move activities.
- Had an extremely successful year in Track & Field. Several participants will be represented the State of Florida in Jacksonville, FL, July 27th to Aug 2nd.

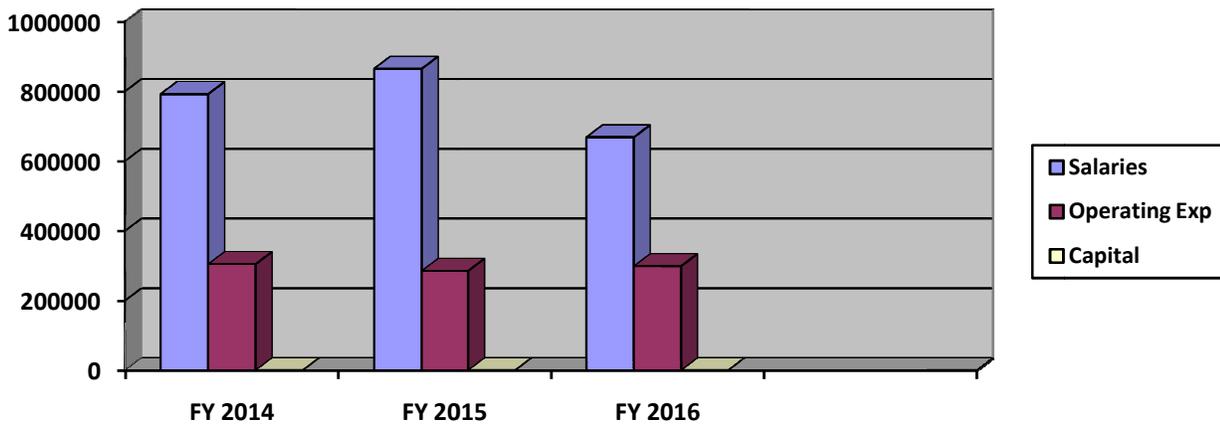
GOALS

| City Goals | Department Goals |
|--|--|
| <p>Community Development</p> | <ul style="list-style-type: none"> • Continue to enhance and improve the coordinated efforts of all public agencies while providing citizens and visitors with recreational programs and entertainment. • Continue to maintain and develop partnerships in the community to develop facility usage and programs to meet individual/group neighborhood needs. • Continue our membership and networking of the South Florida Parks/Recreation Association. • Continue to program activities at Sherbondy, Segal, and Ingram Parks. |
| <p>City Leadership and Management</p> | <ul style="list-style-type: none"> • Continue to educate and train our administrative staff and supervisors in rules/regulations governing Certified Park/Recreation Professionals (CPRP) through the National Recreation/ Parks Association (NRPA). • Continue to update present and new staff on the required certifications in First Aid/CPR. |

Parks & Recreation

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$791,564 | \$787,477 | \$655,860 |
| Operating Expenses | 304,164 | 224,888 | 291,260 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$1,095,728 | \$1,012,365 | \$947,120 |



DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|-----------------------------|-----------------|
| Department Director | 1 |
| Assistant Director | 1 |
| Senior Citizens Coordinator | 2 |
| Recreation Supervisor | 2 |
| Recreation Leader | 4 |
| Executive Secretary | 1 |
| Counselor | 2 |
| Administrative Assistant | 1 |
| Certified Lifeguard (P/T) | 1 |
| Total | 15 |

Parks & Recreation

FY 2016 DEPARTMENT HIGHLIGHTS

- In the Other Contracted Services, \$153,600 is included for security services at Sherbondy Village Community Center and Helen Miller Center.
- The Football Program is budgeted at \$18,000.
- Between Recreational Programs and Activities, \$37,000 is budgeted.
- The Crime Prevention program has merged into the Parks and Recreation Department.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|-------------------------------------|---------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|-------------------------------|--------------------|
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 720 | PARKS & RECREATION | | | | | | |
| DIV | 72 | PARKS & RECREATION | | | | | | |
| 572110 | SALARIES EXECUTIVE | \$ 66,862 | \$ 66,537 | \$ 118,810 | \$ 114,747 | \$ 114,747 | \$ 127,295 | \$ 127,300 |
| 572120 | SALARIES REGULAR | 369,629 | 489,112 | 514,700 | 490,916 | 490,916 | 458,540 | 360,610 |
| 572140 | SALARIES - OVERTIME | 61,484 | 41,943 | 12,500 | 14,895 | 14,895 | 12,500 | 12,500 |
| 572210 | FICA | 36,446 | 43,641 | 49,420 | 45,269 | 45,269 | 45,775 | 38,285 |
| 572220 | RETIREMENT | 30,697 | 51,128 | 47,610 | 34,782 | 34,782 | 43,440 | 36,300 |
| 572230 | LIFE & HEALTH | 105,288 | 99,203 | 121,435 | 86,868 | 86,868 | 116,005 | 80,865 |
| | PERSONNEL EXPENSES | 670,406 | 791,564 | 864,475 | 787,477 | 787,477 | 803,555 | 655,860 |
| 572311 | EMPLOYEE PHYSICALS | 343 | 2,373 | 500 | 282 | 282 | - | - |
| 572312 | OTHER PROFESSIONAL | 380 | 497 | - | 1,928 | 1,928 | - | - |
| 572340 | OTHER CONTRACTED SVC | 62,130 | 91,364 | 147,200 | 74,928 | 74,928 | 153,600 | 155,040 |
| 572414 | TELEPHONE - CABLE | - | - | 2,800 | - | - | - | - |
| 572440 | RENTALS & LEASES | 39,724 | 22,416 | 23,720 | 14,500 | 14,500 | 23,720 | 23,720 |
| 572461 | REPAIR & MAIN BUILD | 35,052 | 27,325 | 20,530 | 13,500 | 13,500 | 18,000 | 18,000 |
| | GROUNDS MAINTENANC | - | - | - | - | - | 15,000 | 15,000 |
| 572480 | PROMOTIONAL ACTIVI | 4,589 | 5,063 | 15,000 | 1,900 | 1,900 | 8,500 | - |
| 572481 | RECREATION PROGRAM | 53,933 | 30,811 | 15,000 | 4,100 | 4,100 | 15,000 | 15,000 |
| 572485 | RECREATIONAL ACTIV | 14,104 | 16,676 | 22,500 | 21,000 | 21,000 | 22,000 | 22,000 |
| 572486 | REC FOOTBALL PROGRAM | 31,384 | 10,042 | 10,000 | 18,000 | 18,000 | 18,000 | 18,000 |
| 572510 | OFFICE SUPPLIES & | 5,272 | 2,720 | 2,500 | 1,717 | 1,717 | 2,500 | 2,500 |
| 572520 | OPERATING EXPENSES | 88,893 | 68,517 | 10,000 | 58,838 | 58,838 | 10,000 | 10,000 |
| 572534 | WAR ON POVERTY | - | 268 | - | - | - | - | - |
| 572552 | ELDERLY SERVICES | 27,073 | 26,092 | 15,000 | 14,196 | 14,196 | 12,000 | 12,000 |
| 572553 | SUMMER CAMP PROGRAM | 500 | - | - | - | - | - | - |
| | OPERATING EXPENSES | 363,377 | 304,164 | 284,750 | 224,888 | 224,888 | 298,320 | 291,260 |
| TOTAL PARKS & RECREATION | | \$ 1,033,783 | \$ 1,095,728 | \$ 1,149,225 | \$ 1,012,365 | \$ 1,012,365 | \$ 1,101,875 | \$ 947,120 |



Police Department

Police Department

DEPARTMENT DESCRIPTION

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

Our mission encompasses the full spectrum of police services, including but not limited to, response to calls for service, preparation of reports to calls for service, preparation of reports documenting events, investigations of crimes occurring within the City, apprehension of persons committing those crimes, suppression of unlawful activity, traffic safety enforcement, the development of intelligence related to criminal acts committed or to be committed in order to prevent their occurrence or ensure the apprehension of the offenders.

The Police Department is divided into four bureaus: Office of the Chief, Criminal Investigative Division, Operations (Uniform Patrol) Division, and Administrative Support Services.

OFFICE OF THE CHIEF

The Office of the Chief is responsible for overall management and supervision of the operations of the Police Department. The Office is supervised by the Police Chief and is staffed by the Assistant Chief of Police and two Executive Secretaries. The Assistant Chief of Police is the liaison with all Emergency Management Operations and Homeland Security.

Professional Compliance Bureau - Formerly known as Internal Affairs, the Professional Compliance Bureau (PCB) is tasked with Professional Integrity investigations of all Police Department personnel, as well as employees of other City entities as necessary. In addition, the Unit handles background investigations as deemed necessary by the Chief of Police. The PCB also coordinates State and Federally mandated training for sworn personnel in order to insure that their police certifications are maintained and current.

OPERATIONS (UNIFORM PATROL) DIVISION

The Operations Uniform Patrol Division is responsible for providing uniformed services to the public, including patrol, preliminary investigation, traffic enforcement, and accident investigation. The personnel in this unit are usually the first contact a citizen has with the police. Their ability to mediate disputes, calm nervous or distraught victims and, at the same time, get the information necessary to make an informed decision as to what course of action to pursue is critical to the effectiveness of the Department as a whole. They generate the reports concerning criminal activity that are the first step in the investigative process.

Police Department

Uniform patrol officers are the foundation of the Department. Each officer is assigned to a specific zone or area to patrol. The purpose of the increased number of officers for this division is to provide a swift and safe response to calls for police service and to render aid and assistance to victims of criminal activity or accidents.

The Operations Uniform Patrol Division is supervised by a Major and broken up into three (3) platoons that work an 8-hour shift. Each platoon is supervised by a Lieutenant and the actual road patrol is supervised by a Sergeant or a Corporal for each platoon. The Sergeant or the Corporal is responsible for direct supervision of assigned personnel, reviewing all reports generated by the platoon, and completing necessary summaries at the end of the work shift. Corporals patrol the City at large and handle calls when the Sergeant is present. In the absence of the Sergeant, the Corporal assumes the duties and responsibilities of the Sergeant.

Traffic Unit - A part of the Operations (Uniform Patrol) Division, the Traffic Unit, is comprised of three (3) police officers specifically assigned to enforce the traffic laws within the City. They are deployed during hours and in locations that an analysis of traffic accidents and noted repeat violations indicate they would have the greatest impact on public safety.

Records Section - The Records Section is responsible for the maintenance of all police reports generated by the various operational and investigative sections where a case number has been issued. The reports are sorted by type of crime/incident and type of Suspect/Offender (adult or juvenile) and then by case number. Accident reports are also maintained in separate files by month of occurrence. The Records Clerk must copy all accident files and forward them to Tallahassee on a monthly basis.

Intelligence Analyst/UCR Specialist - The Intelligence Analyst collects criminal activity statistics each week and prepares a computerized statistical report (Comp Stat) for review by all Command Staff and supervisory personnel on a weekly basis. In addition, the Crime Analyst submits statistical information required by the State and FBI.

Part Time Reserve Officer Program - The Reserve Officer Program is a means of augmenting available sworn personnel in case of special operations, special events, civil disorder, or other emergency operations. The program is staffed by certified law enforcement officers who volunteer twenty (20) hours of their time per month in order to assist the Police Department and retain their Florida Department of Law Enforcement Division of Standards and Training Police Certification. Although the Reserve Officers have a clearly delineated rank structure, that structure is strictly within the Reserve Program itself. All Reserve Officers are subject to the direction and instructions of full-time sworn police personnel. The City is responsible for Worker's Compensation and life insurance, as well as replacing damaged uniform items while the Reserve Officers are operating in an on-duty basis. Reserve Officers are compensated \$1 per year.

Police Department

CRIMINAL INVESTIGATIVE DIVISION

The General Investigative Division Unit (GIU) is responsible for the follow up investigation of crimes originally reported to the Operations Division. They gather the necessary information and evidence to clear pending cases and secure arrests where appropriate. The Division is commanded by a Major who assigns and follows up on special investigations. Detectives perform the bulk of the investigations in the field, including victim and subject interviews, photo lineups, taking witness statements and, when necessary or expedient, processing a crime scene for physical evidence.

Vice, Intelligence and Narcotics Unit/Crime Suppression Team (VIN/CST) - The unit is responsible for undercover investigations relating, but not limited to, drug sales, prostitution and gambling. They also coordinate with other Federal, State, County and Municipal law enforcement agencies conducting similar investigations. They gather information and plan and execute special anti crime operations. They share pertinent information with other Departmental Divisions/Units as well as outside agencies when appropriate.

Crime Scene - The Crime Scene Investigator is responsible for processing (photographing, fingerprinting, evidence collection, etc) scenes where criminal acts have occurred, or vehicles and/or items which were involved in such crimes.

ADMINISTRATIVE DIVISION

The Administrative Division is responsible for the daily internal operations of the Police Department as well as general services provided to the public from Police Headquarters. The Administrative Division is supervised by a Major who is responsible for Communications, School Crossing Guards, Crime Watch, Community Policing and the Start Off Smart Team.

Communications Section – The Communications Section (Communication Operators) serves many roles. They receive calls for police service – by telephone, radio and citizen walk-ins. They dispatch calls for service to available Uniform Patrol units. Dispatchers must handle electronic communications with other agencies as well as conduct criminal records and driver information checks. They must enter information regarding stolen vehicles and other property into the National and Florida Crime Information Center (NCIC/FCIC) databases. When items are recovered, they must also remove them from the NCIC/FCIC databases. Dispatchers perform other communication support functions as requested by field units, such as dispatching additional units i.e. emergency response units, code enforcement and tow trucks.

School Crossing Guards – School Crossing Guards assure the safety of our school children as they cross busy intersections and roadways on their way to and from area schools. A School Crossing Guard Supervisor assures that assigned intersections and posts are being properly covered and that the children are being crossed in a safe manner.

Police Department

Start Off Smart Team – The Start Off Smart Team functions as the Police Department’s coordination center for various community empowerment and outreach projects. Start Off Smart Team forms a coalition between the police and stakeholders in the community.

Code Enforcement - The City of Opa-locka Code Enforcement Division is responsible for enforcement of the City’s Code of Ordinance which includes inspections for occupational license. Codes have been adopted over the years to protect the health, safety, and welfare of all who live, work, or visit in the City. They also establish standards to ensure a positive effect on property value, community appearance, and neighborhood pride. The primary objectives of the Code Enforcement Department personnel is to patrol the City on a daily basis and monitor for City Ordinance compliance, and where there are violations, provide ample opportunity for the subject violator to come into compliance in a reasonable time period. In circumstances where violations are deemed egregious or repetitive, immediate punitive fines are assessed.

ACCOMPLISHMENTS

- Opa-locka Police Department maintains a Property and Evidence Room as well as a Property and Evidence Processing Work Station that are compliant with FDLE standards
- The City of Opa-locka Police Department entered into an Equitable Sharing Agreement and Certification with the US Department of Justice. Executing this agreement allows for the receipt of funds, from the US Department of Justice to the City of Opa-locka as a result of distribution of assets seized in joint agency task force operations.
- The Opa-locka Police Department has detached a detective to the US Department of Justice’s Internal Revenue Service’s Criminal Investigations Division. The detective’s participation in this unit has resulted in the assignment of funds to the OLPD as part of the Equitable Sharing Agreement.
- The Opa-locka Police Department continues Operation Clean Sweep throughout the City, targeting hotspots and high-crime areas to improve the quality of life issues in both the Gardens and the 22nd Avenue Apartments and surrounding community areas.
- Opa-locka Police Department continues the collection of surcharges payable to the City for police off-duty assignments. This surcharge has increased due to the number of clients utilizing the OLPD off-duty officers.
- Continue to utilize new electric T-3 vehicles to promote public safety and increase police visibility at public events.

Police Department

- Officer Vega was a finalist for the Officer of the year for the 2013 Leo Awards. The Leo Award has been compared to the Academy Awards of Law Enforcement. This is the third consecutive year the Opa-locka Police Department has been nominated for the LEO Award.

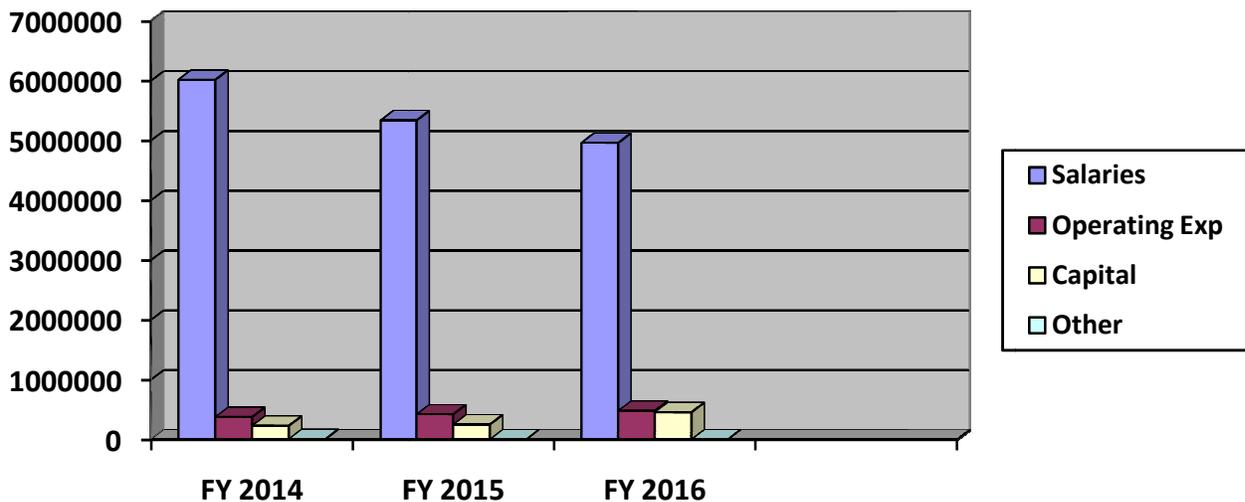
GOALS

| City Goals | Department Goals |
|---|--|
| <p>Increase Revenue</p> | <ul style="list-style-type: none"> • Suggested Alarm ordinance revision and implementation strategy to generate additional revenue |
| | <ul style="list-style-type: none"> • Implement a Traffic Unit focusing on traffic enforcement where specific problems are noted. |
| | <ul style="list-style-type: none"> • Obtain a dedicated grant writer to enhance the acquisition of grants that will support the efforts to acquire equipment and hire additional personnel, as well as support community service, delinquency prevention and drug and crime prevention and work in conjunction with the City’s Staff Grant Writer on OLPD grants. |
| <p>Increase Public Safety</p> | <ul style="list-style-type: none"> • Increase Community Policing by conducting regular patrols within the Community; improving interaction with the business community, apartment owners/managers, civic organizations, faith-based institutions and the citizens of the Community to maintain an atmosphere of trust to successfully combat crime within the City. |
| | <ul style="list-style-type: none"> • Build partnerships with the residential community and businesses to recommend solutions to problems with the goal of improving the quality of life in our city. |
| <p>Leadership & Management</p> | <ul style="list-style-type: none"> • To enhance public safety partnerships through community policing; building a safer and more secure environment for the City’s residents |
| | <ul style="list-style-type: none"> • Maintain high standards, professionalism, and integrity. • Continue joint training exercises with Miami Dade County Public Schools in preparation for possible emergency incidents. • Provide the department with quality leadership that encourages individual development, productivity, integrity and commitment. |

Police Department

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|---------------------|--------------------|----------------------|--------------------|
| Salaries & Benefits | \$6,016,380 | \$5,335,332 | \$4,959,432 |
| Operating Expenses | 374,299 | 419,195 | 477,628 |
| Capital Outlay | 227,250 | 248,626 | 454,955 |
| Other | 8,147 | 0 | 0 |
| Total | \$6,626,076 | \$6,003,153 | \$5,892,015 |



FY 2016 DEPARTMENT HIGHLIGHTS

- Fifty-three (53) sworn police officer positions
- \$382,455 in vehicle lease/purchase payments for the 2 Expeditions, 10 Ford Fusions, 3 motorcycles 10 Chevy Tahoes, and 30 new vehicles that will be purchased in FY 2016
- Grant funding in the amount of \$97,650 from the Byrne Grants
- \$62,800 in software maintenance expenses
- \$8,000 in funding for the Canine Unit.
- \$57,500 for the communications connection to Miami-Dade County
- \$20,000 in funding for the Community Empowerment Team (CET)
- The Code Enforcement division is now within the Police Department

Police Department

DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|-------------------------------------|-----------------|
| Police Chief | 1 |
| Assistant Chief | 1 |
| Police Lieutenant | 2 |
| Police Major | 3 |
| Police Sergeant | 3 |
| Police Corporal | 9 |
| Police Officer | 34 |
| Police Reserves | *13 |
| Crime Scene Investigator | 0 |
| Intelligence Analyst | 1 |
| Communication Operators – Full-Time | 3 |
| School Crossing Guard Supervisor | 1 |
| School Crossing Guard | 10 |
| Executive Secretary | 2 |
| Clerk Typist | 1 |
| Property Specialist | 1 |
| Code Enforcement Officers | 4 |
| Total Police | 76 |

* Reserves are not included in the final Police Department personnel count.

| CITY OF OPA-LOCKA | | | | | | | | |
|---|---------------------------|---------------------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 210 | POLICE | | | | | | |
| DIV | 20 | CRIMINAL INVESTIGATIVE DIVISION | | | | | | |
| 521120 | SALARIES REGULAR | \$ 244,066 | \$ 387,227 | \$ 356,845 | \$ 328,821 | \$ 328,821 | \$ 355,365 | \$ 332,862 |
| 521140 | SALARIES - OVERTIME | 61,470 | 71,495 | 5,000 | 39,535 | 39,535 | 5,000 | 5,000 |
| 521210 | FICA | 22,678 | 34,162 | 27,300 | 27,550 | 27,550 | 27,185 | 25,465 |
| 521220 | RETIREMENT | - | - | 63,735 | 57,170 | 57,170 | 71,310 | 69,675 |
| 521230 | LIFE & HEALTH INSU | 29,633 | - | 49,055 | 18,500 | 18,500 | 49,035 | 39,705 |
| | PERSONNEL EXPENSES | 357,847 | 492,884 | 501,935 | 471,576 | 471,576 | 507,895 | 472,707 |
| 521400 | TRAVEL & PER DIEM | - | - | - | - | - | 3,000 | - |
| 521440 | RENTALS & LEASES | - | - | 4,000 | 19,672 | 19,672 | 6,000 | 20,960 |
| 521461 | REPAIR & MAIN - BLDG | - | - | - | - | - | 5,000 | - |
| 521520 | OPERATING EXPENSES | 1,284 | 134 | - | 620 | 620 | - | 1,500 |
| 521521 | CLOTHING & UNIFORM | - | 2,710 | 11,000 | 4,100 | 4,100 | 9,000 | 5,000 |
| 521541 | EDUCATIONAL COSTS | - | - | 2,000 | - | - | 4,000 | - |
| 521546 | BOOKS | - | - | 1,000 | 25 | 25 | - | - |
| | OPERATING EXPENSES | 1,284 | 2,844 | 18,000 | 24,417 | 24,417 | 27,000 | 27,460 |
| 521641 | AUTOMOTIVE EQUIPMENT | - | - | - | - | - | 4,000 | - |
| 521642 | OFFICE FURNITURE | - | - | - | - | - | 5,000 | - |
| | CAPITAL OUTLAY | - | - | - | - | - | 9,000 | - |
| TOTAL CRIMINAL INVESTIGATIVE DIV | | \$ 359,131 | \$ 495,728 | \$ 519,935 | \$ 495,993 | \$ 495,993 | \$ 543,895 | \$ 500,167 |

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|----------------------------|---------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|-------------------------------|---------------------|
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 212 | POLICE | | | | | | |
| DIV | 22 | POLICE PATROL | | | | | | |
| 521120 | SALARIES REGULAR | \$ 2,292,517 | \$ 2,560,421 | \$ 2,483,550 | \$ 2,793,458 | \$ 2,793,458 | \$ 2,554,440 | \$ 2,332,790 |
| 521140 | SALARIES - OVERTIME | 191,101 | 259,672 | 150,000 | 215,829 | 215,829 | 200,000 | 210,000 |
| 521210 | FICA | 186,401 | 210,932 | 201,465 | 224,852 | 224,852 | 210,715 | 194,525 |
| 521220 | RETIREMENT | 355,435 | 514,945 | 521,970 | 456,316 | 456,316 | 607,080 | 560,430 |
| 521230 | LIFE & HEALTH | 332,455 | 328,548 | 316,190 | 216,994 | 216,994 | 303,360 | 244,680 |
| | PERSONNEL EXPENSES | 3,357,909 | 3,874,518 | 3,673,175 | 3,907,449 | 3,907,449 | 3,875,595 | 3,542,425 |
| 521493 | GENERAL EXPENSES | 5,128 | - | - | - | - | - | - |
| 521510 | OFFICE SUPPLIES | 305 | - | - | - | - | - | - |
| 521520 | OPERATING EXPENSES | 3,400 | - | 13,000 | 13,015 | 13,015 | - | 10,000 |
| 521521 | CLOTHING & UNIFORM | 67,840 | 31,638 | 35,000 | 40,579 | 40,579 | 34,000 | 37,000 |
| 521540 | PUBL/SUBSC/MEMBER | - | - | - | - | - | 500 | - |
| 521541 | EDUCATIONAL COSTS | - | 2,574 | - | 15,000 | 15,000 | - | 15,000 |
| 521546 | BOOKS | - | - | - | - | - | 500 | - |
| | OPERATING EXPENSES | 76,673 | 34,212 | 48,000 | 68,594 | 68,594 | 35,000 | 62,000 |
| 521641 | AUTOMOTIVE EQUIPMENT | - | - | - | - | - | 20,000 | - |
| 521642 | FURNITURE & EQUIPMENT | - | - | - | - | - | 1,500 | - |
| 521643 | COMMUNICATION EQUIP | 16,751 | 838 | 10,000 | 7,539 | 7,539 | 30,000 | 7,000 |
| 521644 | PUBLIC SAFETY EQUIP | 5,234 | - | - | 4,000 | 4,000 | 15,000 | - |
| 521645 | CANINE UNIT | - | - | 8,000 | - | - | 10,000 | 8,000 |
| 521646 | COMPUTER EQUIPMENT | - | - | 25,000 | - | - | - | - |
| 521648 | AUTO LEASE/PURCHASE | 98,290 | 129,674 | 162,030 | 162,030 | 162,030 | 124,000 | 321,670 |
| 521649 | MOTORCYCLE LEASE | 17,100 | 17,100 | 15,300 | 15,750 | 15,750 | 15,300 | 18,000 |
| | CAPITAL OUTLAY | 137,375 | 147,612 | 220,330 | 189,319 | 189,319 | 215,800 | 354,670 |
| 533720 | INTEREST | - | 8,147 | - | - | - | - | - |
| | NON OPERATING | - | 8,147 | - | - | - | - | - |
| TOTAL POLICE PATROL | | \$ 3,571,957 | \$ 4,064,489 | \$ 3,941,505 | \$ 4,165,362 | \$ 4,165,362 | \$ 4,126,395 | \$ 3,959,095 |

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|-----------------------------|-----------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | |
| FUND | 001 | GENERAL FUND | | | | | | | |
| DEPT | 211 | POLICE | | | | | | | |
| DIV | 36 | POLICE ADMINISTRATION | | | | | | | |
| 521120 | SALARIES REGULAR | \$ 437,495 | \$ 648,594 | \$ 284,815 | \$ 312,250 | \$ 312,250 | \$ 384,889 | \$ 284,090 | |
| 521130 | SALARIES PART-TIME | - | - | 134,440 | - | - | - | - | |
| 521140 | SALARIES - OVERTIME | 27,933 | 28,537 | 40,000 | 2,830 | 2,830 | 40,000 | 25,000 | |
| 521210 | FICA | 34,993 | 48,432 | 35,135 | 23,763 | 23,763 | 32,407 | 23,650 | |
| 521220 | RETIREMENT | 19,250 | 107,543 | 31,125 | 18,473 | 18,473 | 28,167 | 19,970 | |
| 521230 | LIFE & HEALTH | 63,474 | 85,618 | 66,225 | 53,028 | 53,028 | 59,200 | 26,625 | |
| 521499 | CAR ALLOWANCE | 1,008 | 5,963 | - | - | - | - | - | |
| | PERSONNEL EXPENSES | 584,153 | 924,687 | 591,740 | 410,344 | 410,344 | 544,662 | 379,335 | |
| 521311 | EMPLOYEE PHYSICALS | 9,675 | 32,132 | 8,000 | 2,169 | 2,169 | 12,000 | 3,000 | |
| 521312 | OTHER PROFESSIONAL | 83,238 | 29,804 | 13,500 | 19,558 | 19,558 | 10,000 | 13,500 | |
| 521340 | OTHER CONTRACTED SVC | 11,569 | 4,331 | 10,000 | 30,591 | 30,591 | 7,000 | 15,000 | |
| 521400 | TRAVEL & PER DIEM | - | 720 | 1,000 | 1,232 | 1,232 | 4,000 | 1,000 | |
| 521440 | RENTALS & LEASES | 54,623 | 47,457 | 39,600 | 22,995 | 22,995 | 7,000 | 28,500 | |
| 521461 | REPAIR & MAIN BUILDING | 31,484 | 5,255 | 15,000 | 5,958 | 5,958 | 45,000 | 10,000 | |
| 521466 | REPAIR & MAIN VEHICLE | 15,948 | 13,818 | 15,000 | 10,664 | 10,664 | 30,000 | 12,000 | |
| 521470 | PRINTING & BINDING | 256 | - | - | - | - | - | - | |
| 521493 | GENERAL EXPENSES | 12,366 | 19,545 | 5,000 | 14,376 | 14,376 | 10,000 | 5,000 | |
| 521510 | OFFICE SUPPLIES | 35,919 | 25,751 | 20,000 | 28,576 | 28,576 | 25,000 | 20,000 | |
| 521520 | OPERATING EXPENSES | 26,311 | 34,656 | 20,000 | 23,078 | 23,078 | 50,000 | 20,000 | |
| 521521 | CLOTHING & UNIFORM | 15,519 | 24,973 | 10,000 | 1,754 | 1,754 | 9,000 | 10,000 | |
| 521528 | SOFTWARE MAINTENAN | 76,400 | - | 62,800 | 62,800 | 62,800 | - | 62,800 | |
| | POLICE EXPLORER PRGM | - | - | - | - | - | 7,000 | - | |
| 521540 | PUBL/SUBS/MEMBERSHIP | 491 | 975 | 500 | 1,343 | 1,343 | 1,500 | 1,000 | |
| 521541 | EDUCATIONAL COSTS | - | 3,928 | 1,000 | 6,596 | 6,596 | 7,000 | - | |
| 521546 | BOOKS | - | 956 | 1,000 | - | - | 2,000 | 1,000 | |
| | OPERATING EXPENSES | 373,799 | 244,301 | 222,400 | 231,691 | 231,691 | 226,500 | 202,800 | |
| 521641 | AUTOMOTIVE EQUIP | - | - | - | - | - | 5,000 | - | |
| 521642 | OFFICE FURN & EQUIP | - | - | 4,000 | - | - | 5,000 | - | |
| 521643 | COMMUNICATION EQUIP | 30,084 | 629 | 57,500 | - | - | - | 57,500 | |
| 521644 | PUBLIC SAFETY EQUIP | 2,293 | 32,529 | - | - | - | - | - | |
| 521646 | COMPUTER EQUIPMENT | 15,277 | - | - | - | - | 100,000 | - | |
| 521648 | AUTO LEASE/PURCHASE | 76,785 | 46,480 | 28,000 | 44,527 | 44,527 | 10,000 | 28,000 | |
| | CAPITAL OUTLAY | 124,439 | 79,638 | 89,500 | 44,527 | 44,527 | 120,000 | 85,500 | |
| | TOTAL POLICE ADMINISTRATION | \$ 1,082,391 | \$ 1,248,626 | \$ 903,640 | \$ 686,561 | \$ 686,561 | \$ 891,162 | \$ 667,635 | |

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|---------------------------|---------------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 214 | POLICE | | | | | | |
| DIV | 26 | POLICE CHIEF | | | | | | |
| 521110 | SALARIES EXECUTIVE | \$ 88,725 | \$ 123,382 | \$ 106,995 | \$ 96,295 | \$ 96,295 | \$ 225,000 | \$ 200,990 |
| 521120 | SALARIES REGULAR | 205,241 | 88,090 | 88,090 | 83,990 | 83,990 | 105,000 | 88,090 |
| 521140 | SALARIES - OVERTIME | 119 | 79 | - | - | - | - | - |
| 521210 | FICA | 20,804 | 12,044 | 14,925 | 14,861 | 14,861 | 25,245 | 22,115 |
| 521220 | RETIREMENT | 24,943 | 53,294 | 27,700 | 24,500 | 24,500 | 57,213 | 50,695 |
| 521230 | LIFE & HEALTH | 30,449 | 9,174 | 12,095 | 11,200 | 11,200 | 17,095 | 19,875 |
| | PERSONNEL EXPENSES | 370,281 | 286,063 | 249,805 | 230,846 | 230,846 | 429,553 | 381,765 |
| 521311 | EMPLOYEE PHYSICALS | - | - | 150 | - | - | - | - |
| 521312 | OTHER PROF SERVICES | 1,500 | - | - | - | - | 1,000 | - |
| 521400 | TRAVEL & PER DIEM | 144 | - | 2,500 | 1,815 | 1,815 | 3,000 | 2,000 |
| 521440 | RENTALS & LEASES | - | - | - | - | - | 2,000 | - |
| 521493 | GENERAL EXPENSES | - | 229 | 1,000 | - | - | - | - |
| 521510 | OFFICE SUPPLIES & | - | - | 1,000 | - | - | - | - |
| 521521 | CLOTHING & UNIFORM | 2,205 | 900 | 3,000 | 560 | 560 | 2,100 | 1,500 |
| 521540 | PUBL/SUBS/MEMBERSHIPS | 240 | - | - | - | - | - | - |
| 521541 | EDUCATIONAL COSTS | - | - | 850 | - | - | 3,000 | - |
| | OPERATING EXPENSES | 4,089 | 1,129 | 8,500 | 2,375 | 2,375 | 11,100 | 3,500 |
| 521641 | AUTOMOTOVE EQUIP | - | - | - | - | - | 1,000 | - |
| 521642 | OFFICE FURN & EQUIP | - | - | 2,000 | - | - | 1,000 | - |
| 521648 | AUTO LEASE/PURCHASE | 6,354 | - | 14,800 | 14,780 | 14,780 | 15,000 | 14,785 |
| | CAPITAL OUTLAY | 6,354 | - | 16,800 | 14,780 | 14,780 | 17,000 | 14,785 |
| TOTAL POLICE CHIEF | | \$ 380,724 | \$ 287,192 | \$ 275,105 | \$ 248,000 | \$ 248,000 | \$ 457,653 | \$ 400,050 |

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|---------------------------|-------------------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 213 | CODE ENFORCEMENT | | | | | | |
| DIV | 23 | CODE ENFORCEMENT | | | | | | |
| 521110 | SALARIES EXECUTIVE | \$ - | \$ - | \$ 52,500 | \$ 48,250 | \$ 48,250 | \$ 52,500 | \$ - |
| 521120 | SALARIES REGULAR | 226,496 | 217,983 | 121,595 | 111,305 | 111,305 | 104,645 | 139,840 |
| 521140 | SALARIES - OVERTIME | 15,642 | 1,444 | 3,500 | - | - | 1,000 | - |
| 521210 | FICA | 17,603 | 16,454 | 13,585 | 11,960 | 11,960 | 12,100 | 10,965 |
| 521220 | RETIREMENT | 14,753 | 18,516 | 13,090 | 10,650 | 10,650 | 11,480 | 10,410 |
| 521230 | LIFE & HEALTH | 46,927 | 47,925 | 30,065 | 38,650 | 38,650 | 24,720 | 21,985 |
| | PERSONNEL EXPENSES | 321,421 | 302,322 | 234,335 | 220,815 | 220,815 | 206,445 | 183,200 |
| 521311 | EMPLOYEE PHYSICALS | 107 | 153 | - | 160 | 160 | - | - |
| 521312 | OTHER PROFESSIONAL | 5,333 | 13,128 | 10,000 | - | - | 10,000 | 5,000 |
| 521340 | OTHER CONTRACTED SVC | - | - | - | 38,365 | 38,365 | 42,800 | 34,018 |
| 521420 | POSTAGE | 135 | 8,057 | 9,000 | 11,550 | 11,550 | 10,000 | 10,000 |
| 521493 | GENERAL EXPENSES | 786 | 6,423 | 1,000 | 1,400 | 1,400 | 200 | 200 |
| 521510 | OFFICE SUPPLIES & | 1,833 | 9,511 | 1,500 | 1,795 | 1,795 | 1,500 | 1,500 |
| 521511 | LIEN RECORDING CHARGE | | - | 5,000 | 7,840 | 7,840 | 8,500 | 8,500 |
| 521520 | OPERATING EXPENSES | 3,042 | 9,025 | 2,500 | 135 | 135 | 2,500 | 2,500 |
| 521521 | CLOTHING & UNIFORM | 4,128 | 2,865 | 3,500 | 1,295 | 1,295 | 2,500 | 2,500 |
| | OPERATING EXPENSES | 15,364 | 49,162 | 32,500 | 62,539 | 62,539 | 78,000 | 64,218 |
| 521642 | OFFICE FURNITURE | 1,083 | - | - | - | - | - | - |
| 521646 | COMPUTER EQUIPMENT | 4,460 | - | - | - | - | - | - |
| | CAPITAL OUTLAY | 5,543 | - | - | - | - | - | - |
| | TOTAL CODE ENFORCEMENT | \$ 342,328 | \$ 351,484 | \$ 266,835 | \$ 283,354 | \$ 283,354 | \$ 284,445 | \$ 247,418 |

| CITY OF OPA-LOCKA | | | | | | | | |
|-----------------------------------|----------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 211 | POLICE | | | | | | |
| DIV | 29 | POLICE GRANTS | | | | | | |
| 529529 | WEED & SEED | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 529832 | BYRNE GRANT | 88,617 | 42,277 | 32,645 | - | - | 97,650 | 97,650 |
| 529834 | GRANT EXPENSES | | - | - | 29,079 | 29,079 | - | - |
| TOTAL POLICE GRANTS | | \$ 88,617 | \$ 42,277 | \$ 32,645 | \$ 29,079 | \$ 29,079 | \$ 97,650 | \$ 97,650 |
| TOTAL PUBLIC SAFETY DEPARTMENT | | \$ 5,952,160 | \$ 6,626,076 | \$ 6,058,360 | \$ 6,003,153 | \$ 6,003,153 | \$ 6,570,416 | \$ 5,892,015 |

Crime Prevention Program

PROGRAM DESCRIPTION

The overall goal of the Youth Crime Prevention Program is to prevent youth at risk, ages eight (8) to eighteen (18), from becoming involved in or returning to criminal activities. The Program’s activities, trainings, and workshops include multiple partnerships and endeavors to curtail juvenile crime. Its concept embodies social and behavioral applications rather than law enforcement. This project combines counseling, tutorial, educational and recreational activities designed to empower participants, enhance self-esteem and self-confidence, and to develop survival and leadership skills.

Referrals are received from the Department of Juvenile Justice, Miami Dade County Public Schools, Miami Dade Post-Arrest Diversion Program & Delinquency Prevention Services, parents and other community members. Program activities, trainings, and workshops comprise over fifty events annually.

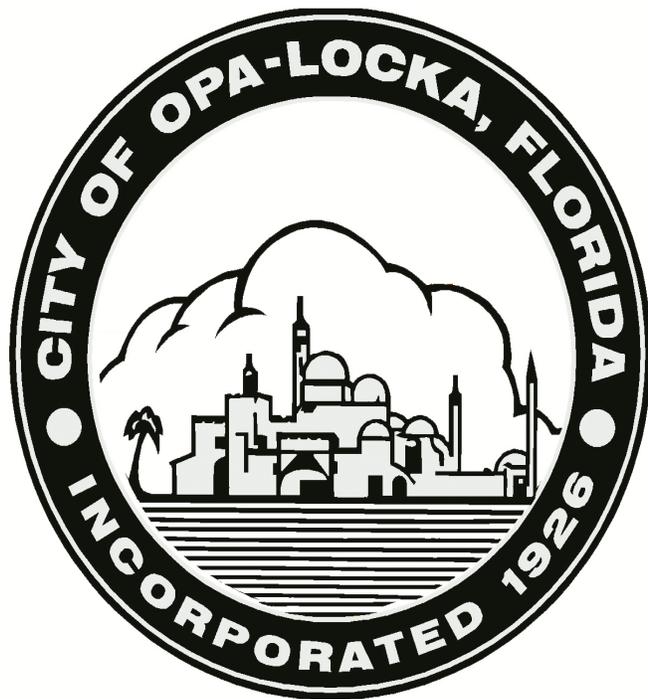
The Program has been in operation for over 30 years within the City of Opa-locka and surrounding neighborhoods. Many young people have benefited from the vital social services provided from this program. Our program has operated through the fiscal support of grants and the general fund of the City of Opa-locka.

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2016 PROPOSED |
|---------------------|--------------------|--------------------|---------------------|
| Salaries & Benefits | \$34,628 | \$0 | \$0 |
| Operating Expenses | 2,865 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$37,493 | \$0 | \$0 |

Note: The program has merged into the Parks & Recreation Department.

| CITY OF OPA-LOCKA | | | | | | | | |
|-----------------------------------|------------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 172 | CRIME PREVENTION | | | | | | |
| DEPT | 211 | POLICE | | | | | | |
| DIV | 74 | CRIME PREVENTION | | | | | | |
| 529120 | SALARIES REGULAR | \$ 83,167 | \$ 27,426 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 529140 | SALARIES - OVERTIME | 2,387 | 204 | - | - | - | - | - |
| 529210 | FICA | 6,540 | 2,111 | - | - | - | - | - |
| 529220 | RETIREMENT | 3,006 | 1,917 | - | - | - | - | - |
| 529230 | LIFE & HEALTH | 11,040 | 2,970 | - | - | - | - | - |
| | PERSONNEL EXPENSES | 106,140 | 34,628 | - | - | - | - | - |
| 529461 | REP & MAIN - BLDG | 331 | - | - | - | - | - | - |
| 529485 | PROGRAM ACTIVITIES | 8,509 | 650 | - | - | - | - | - |
| 529510 | OFFICE SUPPLIES | 505 | - | - | - | - | - | - |
| 529532 | YOUTH EMPLOYMENT | 8,705 | - | - | - | - | - | - |
| 529534 | WAR ON POVERTY EXP | 2,324 | 2,215 | - | - | - | - | - |
| | OPERATING EXPENSES | 20,374 | 2,865 | - | - | - | - | - |
| | TOTAL CRIME PREVENTION | \$ 126,514 | \$ 37,493 | \$ - | \$ - | \$ - | \$ - | \$ - |



**Community Redevelopment
Agency**

Community Redevelopment Agency

DEPARTMENT DESCRIPTION

In an effort to spur investment and redevelopment in the City of Opa-locka and improve conditions for residents, the City commissioned a Finding of Necessity study in 2009. The results of the study confirmed that conditions existed for the formulation of a Community Redevelopment Agency (CRA). The CRA plan was completed and approved by the City Commission. The plan is now in the process of review and approval by Miami Dade County.

The CRA is generally bounded on the north by NW 151st Street, on the west by the Opa-locka Executive Airport, on the South by the Tri-Rail corridor, and on the east by a constructed storm water lake managed by the South Florida Water Management District. The 514 acre CRA covers approximately 18% of the City’s total area.

The Redevelopment Plan gives a snapshot of recommendation and perspective that will encompass improvements in residential, commercial and industrial areas. There are four (4) primary districts:

- a) Magnolia North (formally “the Triangle”)
- b) Magnolia Gardens (including Cuyahoga)
- c) City Center
- d) Opa-locka & LeJeune Commerce Areas

In the Magnolia North and Magnolia Gardens communities, the CRA is a catalyst to spearhead a number of initiatives and projects that will benefit the immediate redevelopment areas that have the potential to attract resources to the City at large. The benefits extend beyond the immediate redevelopment area because the maximum potential of the projects can spur the acquisition of funds and resources outside of the CRA boundaries.

SERVICES

When the CRA has all of its administrative powers and TIF Financing, it will undertake a number of initiatives such as:

- Affordable Housing Projects
- home Buyer Subsidy Loans
- Rehabilitation Loans
- Foreclosure Loans
- Infrastructure Projects
- Land Acquisition
- Façade improvements (Residential / Business)
- Business Assistance
- Commercial Grants
- Commercial Security
- Street Paving
- Landscaping
- Playgrounds
- Community/Cultural Events

Community Redevelopment Agency

MAJOR ACCOMPLISHMENTS

- Completed the Downtown Master Plan that includes business retention/expansion/attraction incentives, strategic infrastructure improvements, and building façade improvement

GOALS

City Goals

Department Goals

Economic Development

Community Development

- Utilizing State Revolving Loan Dollars, complete drainage and road improvements to NW 147th Street Industrial Area. Once completed, assess area total cost in order to repay debt.
- Fully deploy the statutory powers of the CRA to bring physical redevelopment to the City as well as social and economic growth to the residents.
- Continue to seek dollars to fund the agency as well as bring more development to the City.

DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|--------------------------|-----------------|
| CRA Director | 0 |
| Administrative Assistant | 0 |
| Total | 0 |

FY 2016 DEPARTMENT HIGHLIGHTS

- CRA responsibilities have merged into the Community Development Department

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|---------------------------|--------------------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|-----------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 180 | COMMUNITY REDEVELOPMENT AGENCY | | | | | | | |
| DEPT | 150 | COMMUNITY DEVELOPMENT | | | | | | | |
| DIV | 77 | CRA | | | | | | | |
| 515110 | SALARIES - EXECUTIVE | \$ 79,940 | \$ 80,858 | \$ 80,000 | \$ 74,670 | \$ 74,670 | \$ 89,090 | \$ - | |
| 515120 | SALARIES - REGULAR | - | - | 95,000 | - | - | 40,000 | - | |
| 515210 | FICA | 6,576 | 6,641 | 13,390 | 5,895 | 5,895 | 9,875 | - | |
| 515220 | RETIREMENT | 4,046 | 5,650 | 12,900 | 4,420 | 4,420 | 9,870 | - | |
| 515230 | LIFE AND HEALTH | 4,557 | 16,024 | 19,910 | 6,110 | 6,110 | 16,065 | - | |
| 515499 | CAR ALLOWANCE | 5,927 | 5,808 | 6,000 | 5,540 | 5,540 | 6,000 | - | |
| | PERSONNEL EXPENSES | 101,046 | 114,981 | 227,200 | 96,635 | 96,635 | 170,900 | - | |
| 515312 | OTHER PROFESSIONAL | - | 17,555 | 18,000 | 11,570 | 11,570 | 18,000 | - | |
| 515340 | OTHER CONTRACTED SVCS | - | - | - | - | - | 36,300 | 65,000 | |
| 515320 | ACCOUNTING & AUDIT | - | 3,500 | - | - | - | - | - | |
| 515340 | OTHER CONTRACTED SVCS | 30,000 | - | - | - | - | - | - | |
| 515400 | TRAVEL & PER DIEM | 3,118 | 777 | 2,000 | - | - | 2,000 | - | |
| 515510 | OFFICE SUPPLIES | 167 | 498 | 1,000 | 300 | 300 | 1,000 | - | |
| 515520 | OPERATING EXPENSES | - | 310 | - | - | - | - | - | |
| 515540 | PUB/SUBS/MEMBERSHI | 475 | 720 | 900 | - | - | 900 | - | |
| 515541 | EDUCATIONAL COSTS | 595 | 1,235 | 900 | - | - | 900 | - | |
| | OPERATING EXPENSES | 34,355 | 24,595 | 22,800 | 11,870 | 11,870 | 59,100 | 65,000 | |
| 515646 | COMPUTER EQUIPMENT | - | 688 | - | - | - | - | - | |
| | CAPITAL OUTLAY | - | 688 | - | - | - | - | - | |
| | TRANS OUT - WATER & SEWER | - | - | - | - | - | - | - | |
| | NON-OPERATING EXP | - | - | - | - | - | - | - | |
| TOTAL COMMUNITY REDEV AGENCY | | \$ 135,401 | \$ 140,264 | \$ 250,000 | \$ 108,505 | \$ 108,505 | \$ 230,000 | \$ 65,000 | |



Public Works & Utilities Department

Public Works

DEPARTMENT DESCRIPTION

The Public Works and Utilities Department is committed to improve the quality of life, and also to promote public health, safety, transportation, economic prosperity and sustainable economic growth through effective, efficient, and responsive delivery of a high quality and level of services to the residents of the community. The staff is committed to anticipating and identifying problems and needs within the community and the development and implementation of creative and innovative solutions. The Department provides planning, supervision, and management of four divisions: Administration, Building Maintenance, Roads & Streets, and Vehicle Maintenance.

Administration

The Administration Division is responsible for the overall monitoring of the department's operating and capital budgets and providing technical support to the divisions within the department. Administration creates a daily work plan to ensure that every staff member is working effectively and efficiently in order to maximize duties and minimize overtime.

Building Maintenance

The Building Maintenance Division is responsible for the maintenance, repair, renovation and cleaning of all City facilities. The division assesses all City buildings to implement strategies intended to improve performance in energy savings, water efficiency, indoor environmental quality, and stewardship of resources and sensitivity to their impacts.

Roads and Streets

The Roads and Streets Division maintains all thoroughfares including pothole repair patching, maintaining of streetscapes, right of ways, alleys, and improving street lighting, street signs and road markings.

Vehicle Maintenance

The Vehicle Maintenance Division has a major responsibility in the delivery of maintenance service for all city vehicles and heavy equipment. Staff is also required to assemble/modify equipment or tools and assist in the repairs of other ancillary equipment.

Transportation Fund

The Transportation Fund is funded by the Peoples Transportation Plan (PTP) surtax and Local Option gas tax revenues. These funds are distributed to the City and geared towards capital street improvement and, in the case of PTP funds, transit projects. The PTP funds have also assisted with sidewalk repairs and construction along with the installation of American with Disability (ADA) tiles.

The Department also supervises the City's utilities including solid waste contract and water and sewer system.

Public Works

ACCOMPLISHMENTS

- Created an inventory control system to account for all material and equipment purchase and ensure proper use of material with zero waste.
- Retains a tracking system for all divisions which will allow documentation of all work performed and material used by providing a history of services.
- Created monthly performance measures to increase quality of service.
- Replaced 15,000 sq ft of sidewalks.
- Performed assessment and diagnostic of all City vehicles ensuring cost benefit of further repair and/or replacement.
- Continued Job Initiative Programs to employ and train City residents: Sidewalk Repair & Construction, Fire Hydrant Maintenance & Valve Repair, Alleyway Maintenance, and Carwash Program.
- Completed the repairs of 1,326 City vehicles.
- Completed the service of 2,862 City vehicles.

GOALS

| City Goals | Department Goals |
|--|--|
| <p>Community Development</p> | <ul style="list-style-type: none"> • Continue maintaining all thoroughfares including pot hole patching, maintaining the streetscapes, right of ways, alleys, and improving street lighting, street signs and road markings. • Continue beautification program throughout the City including all City gateways and certain high visibility areas to improve the environmental aesthetics and enhance the quality of life. • Continue citywide landscaping and tree planting program which will help improve the environmental aesthetics and enhance the quality of life. • Continue maintenance of City facilities, including the new Administrative Building in the Downtown area. |
| <p>City Leadership and Management</p> | <ul style="list-style-type: none"> • Reorganization of the garage which includes the acquisition of Fleet Management software to better document fleet services to increase efficiencies, internal control, and enabling cost savings. • Investment in Human Capital will focus on increasing employee technical knowledge through education and develop potential leadership skills. Focus will remain on safety, job education and customer service. • Create a training library to which will be populated with material readily available for staff use to further develop technical and leadership skills. |

Public Works

RESOURCE SUMMARY

| Category | FY 2014 AUDITED | FY 2015 PROJECTED | FY 2016 ADOPTED |
|--|--------------------|----------------------|--------------------|
| <u>Administration</u> | | | |
| Salaries & Benefits | \$339,149 | \$220,525 | \$206,975 |
| Operating Expenses | 168,718 | 101,698 | 31,300 |
| Capital Outlay | 5,929 | 11,023 | 3,750 |
| Other | 1,051 | 0 | 0 |
| Total | \$514,847 | \$333,247 | \$242,025 |
| | | | |
| <u>Building Maintenance</u> | | | |
| Salaries & Benefits | \$262,915 | \$190,680 | \$127,175 |
| Operating Expenses | 68,525 | 49,732 | 37,800 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$331,440 | \$240,412 | \$164,975 |
| | | | |
| <u>Roads & Streets</u> | | | |
| Salaries & Benefits | \$426,182 | \$374,222 | \$250,175 |
| Operating Expenses | 191,802 | 188,145 | 141,500 |
| Capital Outlay | 2,936 | 9,320 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$620,920 | \$571,687 | \$391,675 |
| | | | |
| <u>Vehicle Maintenance</u> | | | |
| Salaries & Benefits | \$271,659 | \$281,264 | \$41,870 |
| Operating Expenses | 696,351 | 549,308 | 752,000 |
| Capital Outlay | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total | \$968,010 | \$830,572 | \$793,870 |
| | | | |
| Total Public Works Department | \$2,435,217 | \$1,975,917 | \$1,592,545 |

Public Works

DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|--|-----------------|
| <u>Administration</u> | |
| Assistant Director | 1 |
| Secretary | 1 |
| Administrative Assistant | 1 |
| <u>Building Maintenance</u> | |
| Maintenance Worker | 3 |
| <u>Roads and Streets</u> | |
| Maintenance Worker | 3 |
| Strike Team | 4 |
| <u>Vehicle Maintenance</u> | |
| Contract Services | 0 |
| <u>Peoples Transportation Tax Plan</u> | |
| Sidewalk | 0 |
| Total Public Works Department | 13 |

FY 2016 DEPARTMENT HIGHLIGHTS

- The Department of Corrections agreement will be cancelled.
- \$62,000 for the My Lawn Landscape contract
- \$63,000 for supplies in the Roads and Streets division
- The City will enter into an agreement with a contractor for vehicle maintenance services.
- \$199,000 for vehicle maintenance supplies; it also includes funding for the car wash vouchers
- \$300,000 for the General Fund portion of fuel costs. There is \$20,000 budgeted for fuel costs in the Solid Waste fund due to increase solid waste collection by City staff and \$60,000 in the Water & Sewer fund.
- All expenses for the Circulator have been transferred to the Transportation Fund.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|---------------------------------|---------------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 500 | PUBLIC WORKS | | | | | | |
| DIV | 32 | ADMINISTRATION | | | | | | |
| 541110 | SALARIES-EXECUTIVE | \$ 80,132 | \$ 112,785 | \$ 94,995 | \$ 91,269 | \$ 91,269 | \$ 163,490 | \$ 68,495 |
| 541120 | SALARIES-REGULAR | 90,464 | 171,159 | 99,260 | 91,481 | 91,481 | 99,260 | 99,260 |
| 541140 | SALARIES - OVERTIME | 6,421 | 7,981 | - | 166 | 166 | - | - |
| 541210 | FICA | 13,600 | 20,698 | 14,860 | 13,555 | 13,555 | 20,100 | 12,835 |
| 541220 | RETIREMENT | 6,520 | 14,673 | 14,320 | 10,898 | 10,898 | 19,075 | 12,180 |
| 541230 | LIFE AND HEALTH | 19,870 | 11,853 | 22,220 | 13,157 | 13,157 | 27,795 | 14,205 |
| | PERSONNEL EXPENSES | 217,007 | 339,149 | 245,655 | 220,525 | 220,525 | 329,720 | 206,975 |
| 541312 | OTHER PROF SERVICES | 24 | - | - | - | - | - | - |
| 541340 | OTHER CONTRACTED SVC | 150,748 | 150,909 | 142,460 | 94,416 | 94,416 | 142,460 | 20,800 |
| 541420 | POSTAGE | - | 2,693 | 200 | 687 | 687 | 500 | 500 |
| 541440 | RENTALS & LEASES | 9,980 | 12,972 | 6,000 | 6,425 | 6,425 | 6,500 | 6,500 |
| 541461 | REPAIR - BUILDING | 10,441 | 594 | 3,880 | 170 | 170 | - | - |
| 541465 | REPAIR - OFFICE EQUIP | 653 | - | - | - | - | - | - |
| 541510 | OFFICE SUPPLIES | 2,642 | 345 | 2,500 | - | - | 2,500 | 2,500 |
| 541520 | OPERATING EXPENSE | 1,025 | 1,205 | 1,500 | - | - | 1,000 | 1,000 |
| 541540 | PUBL/SUBS/MEMBER | 9 | - | - | - | - | - | - |
| 541541 | EDUCATION | 310 | - | - | - | - | - | - |
| | OPERATING EXPENSES | 175,832 | 168,718 | 156,540 | 101,698 | 101,698 | 152,960 | 31,300 |
| 541646 | COMPUTER EQUIP | 2,339 | - | - | - | - | - | - |
| 541648 | AUTOMOTIVE CAP LEASE | 8,114 | 5,929 | 3,750 | 11,023 | 11,023 | 3,750 | 3,750 |
| | CAPITAL OUTLAY | 10,453 | 5,929 | 3,750 | 11,023 | 11,023 | 3,750 | 3,750 |
| | INTEREST | - | 1,051 | - | - | - | - | - |
| | NON OPERATING | - | 1,051 | - | - | - | - | - |
| TOTAL PUBLIC WORKS ADMIN | | \$ 403,292 | \$ 514,847 | \$ 405,945 | \$ 333,247 | \$ 333,247 | \$ 486,430 | \$ 242,025 |

| CITY OF OPA-LOCKA | | | | | | | | |
|-----------------------------------|----------------------|----------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 501 | PUBLIC WORKS | | | | | | |
| DIV | 39 | BUILDING MAINTENANCE | | | | | | |
| 541120 | SALARIES-REGULAR | \$ 216,093 | \$ 142,811 | \$ 136,095 | \$ 132,184 | \$ 132,184 | \$ 206,300 | \$ 93,515 |
| 541140 | SALARIES - OVERTIME | 21,016 | 10,461 | 5,000 | 6,123 | 6,123 | 5,000 | 5,000 |
| 541210 | FICA | 16,197 | 11,174 | 10,795 | 9,822 | 9,822 | 16,164 | 7,540 |
| 541220 | RETIREMENT | 16,746 | 22,661 | 10,400 | 7,208 | 7,208 | 15,340 | 7,155 |
| 541230 | LIFE AND HEALTH | 69,586 | 75,808 | 24,395 | 35,342 | 35,342 | 34,855 | 13,965 |
| | PERSONNEL EXPENSES | 339,638 | 262,915 | 186,685 | 190,680 | 190,680 | 277,660 | 127,175 |
| 541311 | EMPLOYEE PHYSICALS | 2,634 | 1,583 | 800 | 4,710 | 4,710 | 800 | 800 |
| 541340 | OTHER CONTRACTED SVC | - | 2,863 | - | - | - | - | - |
| 541341 | UNIFORM RENTAL/LAUN | 7,590 | 8,753 | 8,500 | 2,929 | 2,929 | 8,500 | 4,000 |
| 541440 | RENTALS & LEASES | 670 | 408 | - | - | - | - | - |
| 541461 | REPAIR & MAIN BUILD | - | 346 | - | - | - | - | - |
| 541493 | GENERAL EXPENSES | 12,932 | 7,042 | 1,000 | 5,308 | 5,308 | 1,000 | 3,000 |
| 541520 | OPERATING EXPENSE | 51,484 | 47,530 | 35,000 | 36,786 | 36,786 | 35,000 | 30,000 |
| 541550 | SMALL TOOLS & SUPP | - | - | - | - | - | - | - |
| | OPERATING EXPENSES | 75,310 | 68,525 | 45,300 | 49,732 | 49,732 | 45,300 | 37,800 |
| 541620 | BUILDING IMPROVEMENT | - | - | - | - | - | 210,000 | - |
| 541640 | MACHINERY & EQUIP | - | - | - | - | - | 15,710 | - |
| | CAPITAL OUTLAY | - | - | - | - | - | 225,710 | - |
| TOTAL PUBLIC WORKS - BLDG MTCE | | \$ 414,948 | \$ 331,440 | \$ 231,985 | \$ 240,412 | \$ 240,412 | \$ 548,670 | \$ 164,975 |

| CITY OF OPA-LOCKA | | | | | | | | |
|-----------------------------------|------------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 502 | PUBLIC WORKS | | | | | | |
| DIV | 41 | ROADS & STREETS | | | | | | |
| 541120 | SALARIES-REGULAR | \$ 308,563 | \$ 330,257 | \$ 272,315 | \$ 288,720 | \$ 288,720 | \$ 322,315 | \$ 184,810 |
| 541140 | SALARIES - OVERTIME | 42,498 | 32,859 | 5,000 | 22,572 | 22,572 | 5,000 | 5,000 |
| 541210 | FICA | 25,663 | 27,097 | 21,215 | 23,429 | 23,429 | 25,040 | 14,520 |
| 541220 | RETIREMENT | 6,947 | 10,649 | 20,435 | 18,286 | 18,286 | 23,763 | 13,780 |
| 541230 | LIFE AND HEALTH | 29,572 | 25,320 | 46,210 | 21,216 | 21,216 | 56,210 | 32,065 |
| | PERSONNEL EXPENSES | 413,243 | 426,182 | 365,175 | 374,222 | 374,222 | 432,328 | 250,175 |
| 541311 | EMPLOYEE PHYSICALS | - | - | - | - | - | - | - |
| 541340 | OTHER CONTRACTED S | 123,048 | 97,389 | 65,000 | 104,542 | 104,542 | 65,000 | 62,000 |
| 541341 | UNIFORM RENTAL/LAUND | 5,571 | 4,236 | 4,500 | 1,225 | 1,225 | 4,500 | 3,000 |
| 541440 | RENTALS & LEASES | 4,279 | 200 | - | - | - | - | - |
| 541467 | REPAIRS - MACH & EQUIP | 3,934 | 7,048 | 9,000 | 4,167 | 4,167 | 9,000 | 5,000 |
| 541493 | GENERAL EXPENSES | 5,244 | 7,189 | 5,000 | 3,844 | 3,844 | 5,000 | 3,500 |
| 541520 | OPERATING EXPENSE | 100,383 | 63,056 | 43,500 | 70,168 | 70,168 | 43,500 | 63,000 |
| 541530 | ROAD MATERIALS & S | 10,314 | 12,684 | 8,000 | 4,200 | 4,200 | 8,000 | 5,000 |
| 541550 | SMALL TOOLS | 240 | - | - | - | - | - | - |
| | OPERATING EXPENSES | 253,013 | 191,802 | 135,000 | 188,145 | 188,145 | 135,000 | 141,500 |
| 541640 | MACHINERY & EQUIP | 32,032 | 2,936 | 20,000 | 9,320 | 9,320 | 20,000 | - |
| | CAPITAL OUTLAY | 32,032 | 2,936 | 20,000 | 9,320 | 9,320 | 20,000 | - |
| | TOTAL ROADS & STREETS | \$ 698,288 | \$ 620,920 | \$ 520,175 | \$ 571,687 | \$ 571,687 | \$ 587,328 | \$ 391,675 |

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|---------------------------|-------------------------------|---------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| FUND | 001 | GENERAL FUND | | | | | | |
| DEPT | 503 | PUBLIC WORKS | | | | | | |
| DIV | 49 | VEHICLE MAINTENANCE | | | | | | |
| 541120 | SALARIES-REGULAR | \$ 163,789 | \$ 214,055 | \$ 243,050 | \$ 226,515 | \$ 226,515 | \$ 243,050 | \$ 20,255 |
| 541140 | SALARIES - OVERTIME | 349 | - | - | - | - | - | - |
| 541210 | FICA | 11,942 | 16,110 | 18,595 | 16,626 | 16,626 | 15,600 | 1,550 |
| 541220 | RETIREMENT | 8,260 | 14,821 | 17,915 | 13,353 | 13,353 | 17,645 | 17,245 |
| 541230 | LIFE AND HEALTH | 32,314 | 26,673 | 37,170 | 24,769 | 24,769 | 37,170 | 2,820 |
| | PERSONNEL EXPENSES | 216,654 | 271,659 | 316,730 | 281,264 | 281,264 | 313,465 | 41,870 |
| 541340 | OTHER CONTRACTED SVC | - | - | - | - | - | - | 250,000 |
| 541341 | UNIFORM RENTAL | 7,530 | 9,835 | 7,500 | 2,818 | 2,818 | 7,500 | 3,000 |
| 541450 | GAS, OIL, GREASE | 440,333 | 439,359 | 328,000 | 330,000 | 330,000 | 328,000 | 300,000 |
| 541520 | OPERATING EXPENSE | 278,547 | 247,157 | 200,000 | 216,490 | 216,490 | 200,000 | 199,000 |
| 541528 | SOFTWARE LICENSING | - | - | - | - | - | 15,000 | - |
| 541541 | EDUCATION | - | - | - | - | - | 3,500 | - |
| | OPERATING EXPENSES | 726,410 | 696,351 | 535,500 | 549,308 | 549,308 | 554,000 | 752,000 |
| 541640 | MACHINERY & EQUIP | - | - | - | - | - | 24,055 | - |
| 541561 | AUTOMOTIVE EQUIP | - | - | - | - | - | - | - |
| 541642 | OFFICE FURNITURE & EQUIP | - | - | - | - | - | 2,500 | - |
| 541646 | COMPUTER EQUIPMENT | - | - | - | - | - | - | - |
| | CAPITAL OUTLAY | - | - | - | - | - | 26,555 | - |
| | TOTAL VEHICLE MTCE | \$ 943,064 | \$ 968,010 | \$ 852,230 | \$ 830,572 | \$ 830,572 | \$ 894,020 | \$ 793,870 |
| | TOTAL PUBLIC WORKS DEPARTMENT | \$ 2,459,592 | \$ 2,435,217 | \$ 2,010,335 | \$ 1,975,917 | \$ 1,975,917 | \$ 2,516,447 | \$ 1,592,545 |

| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
|-----------------------------------|------------------------|---------------------|--------------------|---------------------|----------------------|--------------------|-------------------------------|--------------------|
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 176 | TRANSPORTATION | | | | | | |
| DEPT | 502 | PUBLIC WORKS | | | | | | |
| DIV | 47 | TRANSPORTATION | | | | | | |
| 541120 | SALARIES-REGULAR | \$ 171,356 | \$ 248,035 | \$ 112,000 | \$ 135,700 | \$ 135,700 | \$ 112,000 | \$ - |
| 541140 | SALARIES - OVERTIME | 7,982 | 2,303 | - | 2,000 | 2,000 | - | - |
| 541210 | FICA | 12,691 | 20,134 | 8,570 | 10,535 | 10,535 | 8,570 | - |
| 541220 | RETIREMENT | - | 13,164 | 8,255 | 11,215 | 11,215 | 8,255 | - |
| 541230 | LIFE AND HEALTH | - | 24 | 31,590 | 23,125 | 23,125 | 31,590 | - |
| 541240 | WORKERS COMP | 468 | - | - | - | - | - | - |
| | PERSONNEL EXPENSES | 192,497 | 283,660 | 160,415 | 182,575 | 182,575 | 160,415 | - |
| 541340 | OTHER CONTRACTED SVC | 39,690 | - | - | - | - | - | - |
| 541520 | OPERATING EXPENSE | 37,208 | 109,608 | 71,175 | 90,825 | 90,825 | 20,000 | - |
| | BUS CIRCULATOR EXP | - | - | 53,330 | 165,000 | 165,000 | 228,870 | 228,870 |
| | OPERATING EXPENSES | 76,898 | 109,608 | 124,505 | 255,825 | 255,825 | 248,870 | 228,870 |
| 541630 | IMPROV - MILLING | 469,821 | - | 800,000 | - | - | 550,000 | 650,000 |
| 541640 | MACHINERY & EQUIP | - | - | - | - | - | 54,070 | - |
| 541803 | NW 139 STREET | - | - | - | - | - | - | - |
| 541805 | NW 143 STREET | 122,304 | - | - | - | - | - | - |
| 541804 | NW 128 STREET | 395,827 | - | - | - | - | - | - |
| 541807 | RUTLAND ST ROADWAY | 67,318 | - | - | 30,405 | 30,405 | - | - |
| 541809 | 38TH AVE IMPROVEMENTS | - | - | - | - | - | - | - |
| 541810 | CIRCULATOR - MPO | 93,844 | 47,369 | - | - | - | - | - |
| 541816 | BUS SHELTERS | - | - | 60,000 | - | - | 60,000 | 60,000 |
| 541830 | GATEWAY ROUNDABOUT | - | 416,145 | - | 19,040 | 19,040 | - | - |
| 541831 | PERVIZ AVE RESURFACING | - | - | 700,000 | - | - | - | - |
| 541832 | SHARAR AVE SIDEWALK | - | - | 868,410 | - | - | - | - |
| | CAPITAL OUTLAY | 1,149,114 | 463,514 | 2,428,410 | 49,445 | 49,445 | 664,070 | 710,000 |
| 541915 | RETAINED EARNINGS | - | - | - | 76,155 | 76,155 | - | - |
| | NON-OPERATING | - | - | - | 76,155 | 76,155 | - | - |
| TOTAL TRANSPORTATION | | \$ 1,418,509 | \$ 856,782 | \$ 2,713,330 | \$ 564,000 | \$ 564,000 | \$ 1,073,355 | \$ 938,870 |

Public Utilities – Solid Waste

DEPARTMENT DESCRIPTION

The City has contracted the collection and disposal of residential and commercial waste to an outside waste company. The City bills the fee for residential properties up to four units on the annual Tax Bill as a non ad valorem assessment. Commercial customers are billed monthly directly by the waste company and the City is paid a franchise fee from these revenues.

The City continues to face many challenges in the area of illegal dumping all over the City. Provisions have been made with Code Enforcement to identify and prosecute alleged trash dumpers. Additionally, the Florida Department of Corrections Worker Program continues to assist with the collection of illegally dumped solid waste.

The City has an inter-local agreement with Miami-Dade County for residential recycling services.

SERVICES

- * Monitor garbage and trash collection by contractors
- * Pick up illegally dumped trash

GOALS

| City Goals | Department Goals |
|------------------------------|--|
| Community Development | <ul style="list-style-type: none"> • Work with Commercial Waste Contractor to ensure that all commercial industries are being serviced and billed. • Continue to work with Code Enforcement to reduce illegal dumping throughout the City. |

FY 2016 DEPARTMENT HIGHLIGHTS

- Funding is included for the residential waste collection services contract. The City recently entered into a contract with Universal Waste Systems of Florida for commercial and residential collection and disposal services.
- The City Commission recently passed an updated Solid Waste Ordinance, and among other things, limited bulk pick up to four times per year. This will translate into reduced illegal dumping, reduction in the tons of trash produced, and an overall cleaner City.

| CITY OF OPA-LOCKA | | | | | | | | |
|-----------------------------------|------------------------|--------------------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 410 | SOLID WASTE | | | | | | |
| DEPT | 504 | PUBLIC WORKS | | | | | | |
| DIV | 34 | GARBAGE / SOLID WASTE DISPOSAL | | | | | | |
| 534120 | SALARIES - REGULAR | \$ - | \$ 6,117 | \$ 23,315 | \$ 21,400 | \$ 21,400 | \$ 23,315 | \$ - |
| 534140 | SALARIES - OVERTIME | - | 269 | - | 500 | 500 | - | - |
| 534210 | FICA | - | 489 | 1,785 | 1,675 | 1,675 | 1,785 | - |
| 534220 | RETIREMENT | - | - | 1,720 | 1,395 | 1,395 | 1,695 | - |
| 534230 | LIFE AND HEALTH | - | 968 | 5,395 | 3,905 | 3,905 | 5,395 | - |
| | PERSONNEL EXPENSES | - | 7,843 | 32,215 | 28,876 | 28,876 | 32,190 | - |
| 534312 | OTHER PROFESSIONAL | - | - | 20,000 | 10,000 | 10,000 | - | - |
| 534340 | OTHR CONTR SVCS | 1,017,439 | 932,950 | 903,450 | 950,000 | 950,000 | 957,792 | 996,535 |
| 534391 | REIMBURSEMENT - AD | 63,990 | 121,160 | 129,445 | 97,085 | 97,085 | 129,445 | 54,060 |
| 534431 | SOLID WASTE DISPOSAL | 52,570 | 105,842 | 80,000 | 120,000 | 120,000 | 60,000 | 60,000 |
| 534451 | INSURANCE | 1,650 | - | - | - | - | - | - |
| 534450 | GAS, OIL, GREASE | - | - | 72,000 | - | - | 20,000 | 14,135 |
| 534592 | CURBSIDE RECYCLING | 68,720 | 58,148 | 63,600 | 63,600 | 63,600 | 63,000 | 63,000 |
| | OPERATING EXPENSES | 1,204,369 | 1,218,100 | 1,268,495 | 1,240,685 | 1,240,685 | 1,230,237 | 1,187,730 |
| 534915 | RETAINED EARNINGS | - | - | 181,790 | - | - | - | - |
| 534916 | RESERVE SICK/ANNUA | - | - | 17,500 | 17,500 | 17,500 | 17,500 | 17,500 |
| | NON-OPERATING EXP | - | - | 199,290 | 17,500 | 17,500 | 17,500 | 17,500 |
| | TOTAL SOLID WASTE | \$ 1,204,369 | \$ 1,225,943 | \$ 1,500,000 | \$ 1,287,060 | \$ 1,287,060 | \$ 1,279,927 | \$ 1,205,230 |
| | TOTAL SOLID WASTE FUND | \$ 1,214,900 | \$ 1,225,943 | \$ 1,500,000 | \$ 1,287,060 | \$ 1,287,060 | \$ 1,279,927 | \$ 1,205,230 |

Public Utilities – Water & Sewer

DEPARTMENT DESCRIPTION

The Utility Division is responsible for delivery of water and sewer services to the City. The City buys water and disposes sewer under an inter-local agreement with Miami-Dade County. The City owns approximately 50 miles of water mains and provides water to all areas in the city. Complete infrastructure construction, repairs and maintenance are performed as part of the service.

The City is mandated to operate this fund along with some other enterprise funds in a business-like manner and assures operating reserves are sufficient to cover all costs of operations and depreciation. In addition, progress must be continually made to eliminate deficits over the next 10 years.

The four components of the division are meter reading, water, customer service, and sewer.

SERVICES

- * Read meters for monthly billing
- * Validate and/or Repair meters
- * Maintain water distribution
- * Maintain sewer lines, pump stations, and force mains
- * Establish new residential or business services

MAJOR ACCOMPLISHMENTS

- Completed the construction and rehabilitation of Pump Stations 7.
- Completed over 300 services to fire hydrants including valve exercises, painting, lubricating, and flushing.
- Resolved twenty-two (22) sewer back-up complaints.
- Completed the repair of nine (9) laterals to assist customers.
- Installed two, 8-inch water meters at Miami Dade College.
- Completed over 60,000 meter readings.

GOALS

| City Goals | Department Goals |
|--|---|
| <p>City Leadership and Management</p> | <ul style="list-style-type: none"> • Survey and rehabilitate all area of sewer system to ensure optimum efficiency • Create maintenance and repair history of all lift stations |

Public Utilities – Water & Sewer

DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|---------------------------------|-----------------|
| Project/Utilities Engineer | 1 |
| Project Coordinator | 1 |
| Meter Reader | 5 |
| Maintenance Worker | 2 |
| Water Services Supervisor | 1 |
| Water Services Utility Mechanic | 3 |
| Fire Hydrant workers | 0 |
| Sewer Services Supervisor | 1 |
| Sewer Services Utility Mechanic | 2 |
| Customer Care | 1 |
| Total | 17 |

2016 DEPARTMENT HIGHLIGHTS

- A Water and Sewer reserve of \$375,000 is funded and a sick/vacation leave reserve is funded at \$17,500.
- In the Sewer Division, funding in the amount of \$2,700,000 is provided to pay sewage disposal costs to Miami Dade County. Miami Dade County has increased the sewer rate by 8.9% for FY 2015-2016.
- In the Water Division, funding in the amount of \$1,260,000 is provided to pay for water delivery service from Miami Dade County.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|------------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 440 | WATER & SEWER | | | | | | | |
| DEPT | 504 | PUBLIC WORKS | | | | | | | |
| DIV | 63 | METER READER | | | | | | | |
| 533120 | SALARIES - REGULAR | \$ 97,193 | \$ 165,388 | \$ 311,990 | \$ 270,005 | \$ 270,005 | \$ 307,630 | \$ 131,635 | |
| 533140 | SALARIES - OVERTIME | 7,042 | 2,346 | 5,000 | 5,817 | 5,817 | 5,000 | 5,000 | |
| 533210 | FICA | 7,879 | 12,771 | 24,250 | 20,741 | 20,741 | 23,916 | 10,455 | |
| 533220 | RETIREMENT | 6,849 | 11,405 | 23,360 | 14,375 | 14,375 | 22,697 | 9,920 | |
| 533230 | LIFE AND HEALTH | 21,922 | 24,115 | 45,600 | 38,009 | 38,009 | 43,805 | 22,875 | |
| | PERSONNEL EXPENSES | 140,885 | 216,025 | 410,200 | 348,947 | 348,947 | 403,048 | 179,885 | |
| 533341 | UNIFORM RENTAL | 1,738 | 1,806 | 2,000 | 598 | 598 | 2,000 | 1,000 | |
| 533461 | REPAIRS - BUILDING | 23,882 | 8,736 | - | - | - | - | - | |
| 533520 | OPERATING EXPENSE | - | 33,444 | 30,000 | 35,531 | 35,531 | 30,000 | 40,000 | |
| | OPERATING EXPENSES | 25,620 | 43,986 | 32,000 | 36,129 | 36,129 | 32,000 | 41,000 | |
| 533630 | IMPROV OTHER THAN | 3,579 | 2,107 | 100,000 | 41,243 | 41,243 | 100,000 | 95,000 | |
| 533640 | MACHINERY & EQUIPM | - | (20,529) | - | - | - | - | - | |
| 533643 | COMMUNICATION EQUIP | - | - | - | - | - | - | - | |
| 533648 | VEHICLE LEASE/PURCHASE | 493 | 1,000 | 7,485 | 6,566 | 6,566 | 7,485 | 7,485 | |
| | CAPITAL OUTLAY | 4,072 | (17,422) | 107,485 | 47,810 | 47,810 | 107,485 | 102,485 | |
| 533991 | OPEB OBLIGATION EXP | 19,393 | 21,857 | - | - | - | - | - | |
| 533720 | INTEREST | - | 1,577 | - | - | - | - | - | |
| | NON-OPERATING EXP | 19,393 | 23,434 | - | - | - | - | - | |
| | TOTAL METER READER | \$ 189,970 | \$ 266,023 | \$ 549,685 | \$ 432,885 | \$ 432,885 | \$ 542,533 | \$ 323,370 | |

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|----------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|--------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 440 | WATER & SEWER | | | | | | | |
| DEPT | 504 | PUBLIC WORKS | | | | | | | |
| DIV | 64 | WATER SERVICES | | | | | | | |
| 533120 | SALARIES - REGULAR | \$ 192,043 | \$ 207,249 | \$ 296,500 | \$ 216,412 | \$ 216,412 | \$ - | \$ 139,505 | |
| 533140 | SALARIES - OVERTIME | 20,994 | 14,124 | 5,000 | 5,182 | 5,182 | - | 5,000 | |
| 533210 | FICA | 15,585 | 16,237 | 23,065 | 16,262 | 16,262 | - | 11,055 | |
| 533220 | RETIREMENT | 7,558 | 9,308 | 22,220 | 14,867 | 14,867 | - | 10,490 | |
| 533230 | LIFE AND HEALTH | 34,445 | 23,257 | 55,445 | 25,147 | 25,147 | - | 20,805 | |
| | PERSONNEL EXPENSES | 270,625 | 270,175 | 402,230 | 277,869 | 277,869 | - | 186,855 | |
| 533301 | DERM EXP SERVICE FEE | 602,952 | 566,843 | - | - | - | - | 570,000 | |
| 533312 | OTHER PROFESSIONAL | 35,728 | 14,029 | 18,000 | 32,759 | 32,759 | 18,000 | 12,000 | |
| 533340 | OTHER CONTRACTED SVC | 300 | 57,435 | 10,000 | 63,300 | 63,300 | 10,000 | 5,000 | |
| 533341 | UNIFORM RENTAL | 12,479 | 7,983 | 8,000 | 3,711 | 3,711 | 8,000 | 3,500 | |
| 533433 | PURCHASE OF WATER | 1,245,686 | 1,615,360 | 1,615,000 | 1,615,000 | 1,615,000 | 1,615,000 | 1,260,000 | |
| 533440 | RENTALS & LEASES | 274 | 4,507 | 6,000 | 2,836 | 2,836 | 6,000 | 3,500 | |
| 533450 | GAS, OIL, GREASE | - | - | 64,800 | - | - | 64,800 | 60,000 | |
| 533467 | REPAIRS - MACH & E | 403 | 850 | 4,000 | 8,466 | 8,466 | 4,000 | 5,500 | |
| 533520 | OPERATING EXPENSE | 16,190 | 31,818 | 50,000 | 31,523 | 31,523 | 50,000 | 25,000 | |
| 533522 | HARDSHIP ASSISTANCE | 9,861 | 14,578 | 9,000 | 6,775 | 6,775 | 9,000 | 11,495 | |
| 533523 | EQUIP REPLACEMENT | - | 9,705 | 10,000 | - | - | 10,000 | 10,000 | |
| 533524 | OPERATING RESERVE | - | 1,304 | - | - | - | - | - | |
| 533540 | PUB/SUBS/MEMBERSHIP | 169 | 87 | 1,500 | - | - | 1,500 | - | |
| 533541 | EDUCATIONAL COSTS | - | 720 | 2,000 | - | - | 2,000 | 2,000 | |
| 533555 | SMALL TOOLS & SUPP | 101 | 83 | 1,000 | 1,672 | 1,672 | 1,000 | 1,000 | |
| | OPERATING EXPENSES | 1,924,143 | 2,325,302 | 1,799,300 | 1,766,041 | 1,766,041 | 1,799,300 | 1,968,995 | |
| 533630 | IMPROV OTHER THAN | 43,740 | - | - | 81,882 | 81,882 | - | - | |
| 5336314 | SRF PROJECTS - WATER | - | - | 7,067,875 | - | - | 7,067,875 | - | |
| 5336315 | CAIRO LANE | - | - | 233,895 | - | - | 233,895 | - | |
| 533640 | MACHINERY & EQUIPM | - | 30,504 | - | - | - | 32,410 | - | |
| 533643 | COMMUNICATION EQUI | - | - | - | - | - | - | - | |
| 533648 | VEHICLE LEASE/PURC | 821 | 2,000 | 26,200 | 38,322 | 38,322 | 51,600 | 26,200 | |
| | CAPITAL OUTLAY | 44,561 | 32,504 | 7,327,970 | 120,204 | 120,204 | 7,385,780 | 26,200 | |
| 533720 | INTEREST | - | 2,629 | - | - | - | - | - | |
| 533822 | DEMOLITION | - | - | - | - | - | - | - | |
| 533980 | DEPRECIATION | 597,544 | 634,042 | 300,000 | 300,000 | 300,000 | 100,000 | 300,000 | |
| | NON-OPERATING EXP | 597,544 | 636,671 | 300,000 | 300,000 | 300,000 | 100,000 | 300,000 | |
| TOTAL WATER SERVICES | | \$ 2,836,873 | \$ 3,264,652 | \$ 9,829,500 | \$ 2,464,114 | \$ 2,464,114 | \$ 9,285,080 | \$ 2,482,050 | |

| CITY OF OPA-LOCKA | | | | | | | | |
|-----------------------------------|------------------------|--------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | |
| FY 2015-2016 | | | | | | | | |
| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
| FUND | 440 | WATER & SEWER | | | | | | |
| DEPT | 504 | PUBLIC WORKS | | | | | | |
| DIV | 35 | SEWER SERVICES | | | | | | |
| 535110 | SALARIES - EXECUTIVE | \$ - | \$ - | \$ 273,960 | \$ 155,893 | \$ 155,893 | \$ 68,560 | \$ 76,500 |
| 535120 | SALARIES - REGULAR | 283,966 | 215,857 | 500,085 | 348,221 | 348,221 | 167,755 | 139,755 |
| 535140 | SALARIES - OVERTIME | 18,898 | 10,008 | 10,000 | 4,819 | 4,819 | 7,500 | 10,000 |
| 535210 | FICA | 21,048 | 16,956 | 59,980 | 38,016 | 38,016 | 18,652 | 17,310 |
| 535220 | RETIREMENT | 10,617 | 21,896 | 57,785 | 29,784 | 29,784 | 18,579 | 16,430 |
| 535230 | LIFE AND HEALTH | 30,507 | 25,455 | 88,990 | 29,749 | 29,749 | 35,100 | 25,760 |
| | PERSONNEL EXPENSES | 365,036 | 290,172 | 990,800 | 606,482 | 606,482 | 316,146 | 285,755 |
| 535311 | EMPLOYEE PHYSICALS | - | 335 | 500 | 141 | 141 | 500 | 120 |
| 535340 | OTHER CONTRACTED S | 58,786 | 165,517 | 58,800 | 440,243 | 440,243 | 58,800 | 50,000 |
| 535341 | UNIFORM RENTAL | 1,625 | 2,334 | 1,500 | 493 | 493 | 1,500 | 1,500 |
| 535390 | CONTINGENCIES | (1) | 5,275 | - | - | - | - | - |
| 535391 | REIMBURSEMENT - ADMIN | 290,942 | 942,500 | 1,049,550 | 937,163 | 937,163 | 1,049,550 | 1,413,875 |
| 535430 | ELEC/GAS/WATER | 55,229 | 64,171 | 60,000 | 59,836 | 59,836 | 60,000 | 60,000 |
| 535432 | SEWAGE DISPOSAL | 1,836,595 | 2,499,623 | 2,516,620 | 1,384,168 | 1,384,168 | 2,516,620 | 2,700,000 |
| 535440 | RENTALS & LEASES | 17,967 | 22,437 | 18,000 | 4,148 | 4,148 | 18,000 | 3,500 |
| 535461 | REPAIRS - BLDG & EQUIP | 5,005 | 1,360 | 10,000 | 4,501 | 4,501 | 10,000 | 3,500 |
| 535493 | GENERAL EXPENSES | (500) | - | - | - | - | - | - |
| 535520 | OPERATING EXPENSE | 37,610 | 49,113 | 35,000 | 45,909 | 45,909 | 35,000 | 38,000 |
| 535528 | SOFTWARE LICENSING | - | - | 2,100 | 15,716 | 15,716 | 2,100 | - |
| 535541 | EDUCATIONAL COSTS | - | 60 | 1,500 | 148 | 148 | 1,500 | 1,500 |
| | OPERATING EXPENSES | 2,303,258 | 3,752,725 | 3,753,570 | 2,892,466 | 2,892,466 | 3,753,570 | 4,271,995 |
| 535630 | IMPROV OTHER THAN | 650,776 | 96,096 | - | 820,043 | 820,043 | - | - |
| 5356302 | LIFT STATION 11B I | - | - | 300,000 | - | - | 300,000 | - |
| 5356303 | LIFT STATION 11C I | - | 7,475 | - | 116,303 | 116,303 | - | - |
| 5356304 | LIFT STATION 7 IMP | - | 3,000 | 700,000 | 253,354 | 253,354 | 700,000 | - |
| 5356305 | LIFT STATION 7A IM | - | - | - | - | - | - | - |
| 5356312 | LIFT STATION 5 IMP | - | - | - | - | - | - | - |
| 5356314 | SRF PROJECTS - SEWER | - | - | 5,907,235 | - | - | 5,907,235 | - |
| 5356315 | CAIRO LANE | - | 49,533 | 377,860 | 10,000 | 10,000 | 377,860 | - |
| 535640 | MACHINERY & EQUIPM | - | - | - | - | - | 22,011 | - |
| 535646 | COMPUTER EQUIPMENT | - | 5,887 | 7,900 | 10,000 | 10,000 | 7,900 | - |
| 535648 | AUTO LEASE / PURCHASE | - | - | 24,000 | 5,000 | 5,000 | 75,600 | - |
| | CAPITAL OUTLAY | 650,776 | 161,991 | 7,316,995 | 1,214,699 | 1,214,699 | 7,390,606 | - |
| 535915 | RETAINED EARNINGS | - | - | 500,000 | 500,000 | 500,000 | 500,000 | 375,000 |
| 535916 | RESERVE SICK/ACCRU | - | - | 17,500 | 17,500 | 17,500 | 17,500 | 17,500 |
| | NON-OPERATING EXP | - | - | 517,500 | 517,500 | 517,500 | 517,500 | 392,500 |
| TOTAL SEWER SERVICES | | \$ 3,319,070 | \$ 4,204,888 | \$ 12,578,865 | \$ 5,231,147 | \$ 5,231,147 | \$ 11,977,822 | \$ 4,950,250 |

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|-----------------------------------|-------------------------|----------------------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|
| FUND | 440 | WATER & SEWER | | | | | | |
| DEPT | 507 | CAPITAL PROJECTS | | | | | | |
| DIV | 75 | CAPITAL PROJECTS - WATER & SEWER | | | | | | |
| 535110 | SALARIES - EXECUTIVE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 150,405 | \$ 79,205 |
| 535120 | SALARIES - REGULAR | - | - | - | - | - | 218,565 | 201,140 |
| 535140 | SALARIES - OVERTIME | - | - | - | - | - | - | - |
| 535210 | FICA | - | - | - | - | - | 16,720 | 21,445 |
| 535220 | RETIREMENT | - | - | - | - | - | 15,870 | 20,350 |
| 535230 | LIFE AND HEALTH | - | - | - | - | - | 31,070 | 36,610 |
| | PERSONNEL EXPENSES | - | - | - | - | - | 432,630 | 358,750 |
| 535311 | EMPLOYEE PHYSICALS | - | - | - | - | - | - | - |
| 535312 | OTHER PROFESSIONAL SVCS | - | - | - | - | - | 201,000 | 638,000 |
| 535340 | OTHER CONTRACTED SVCS | - | - | - | - | - | 5,000 | - |
| 535390 | CONTINGENCIES | - | - | - | - | - | - | - |
| 535400 | TRAVEL & PER DIEM | - | - | - | - | - | 5,000 | 3,500 |
| 535430 | ELEC/GAS/WATER | - | - | - | - | - | - | - |
| 535440 | RENTALS & LEASES | - | - | - | - | - | 5,000 | - |
| 535461 | REPAIRS - BLDG & EQUIP | - | - | - | - | - | - | - |
| 535465 | REPAIRS - EQUIPMENT | - | - | - | - | - | 5,000 | - |
| 535493 | GENERAL EXPENSES | - | - | - | - | - | 1,100 | - |
| 535510 | OFFICE SUPPLIES | - | - | - | - | - | - | 3,500 |
| 535520 | OPERATING EXPENSE | - | - | - | - | - | 7,000 | 5,000 |
| 535528 | SOFTWARE LICENSING | - | - | - | - | - | 20,000 | 20,000 |
| 535540 | PUBL / SUBSCR/MEMBER | - | - | - | - | - | 900 | 900 |
| 535541 | EDUCATIONAL COSTS | - | - | - | - | - | 3,000 | 3,000 |
| | OPERATING EXPENSES | - | - | - | - | - | 253,000 | 673,900 |
| 535630 | IMPROV OTHER THAN | - | - | - | - | - | - | - |
| 5356302 | LIFT STATION 11B I | - | - | - | - | - | - | - |
| 5356303 | LIFT STATION 11C I | - | - | - | - | - | - | - |
| 5356304 | LIFT STATION 7 IMP | - | - | - | - | - | - | 163,245 |
| 5356312 | LIFT STATION 5 IMP | - | - | - | - | - | - | - |
| 5356314 | SRF PROJECTS - SEWER | - | - | - | - | - | 2,750,000 | 5,500,000 |
| 5356315 | CAIRO LANE | - | - | - | - | - | 1,550,000 | 2,300,000 |
| 535640 | MACHINERY & EQUIPM | - | - | - | - | - | - | - |
| 535642 | OFFICE FURNITURE | - | - | - | - | - | 2,100 | - |
| 535646 | COMPUTER EQUIPMENT | - | - | - | - | - | - | - |
| 535648 | AUTO LEASE / PURCHASE | - | - | - | - | - | 10,200 | 10,200 |
| | CAPITAL OUTLAY | - | - | - | - | - | 4,312,300 | 7,973,445 |
| 535915 | RETAINED EARNINGS | - | - | - | - | - | - | - |
| 535916 | RESERVE SICK/ACCRUAL | - | - | - | - | - | - | - |
| | NON-OPERATING EXP | - | - | - | - | - | - | - |
| TOTAL CAPITAL PRJ - WATER & SEWER | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,997,930 | \$ 9,006,095 |

**CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016**

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|-------------------------------------|---------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|----------------------|
| FUND | 440 | WATER & SEWER | | | | | | |
| DEPT | 504 | PUBLIC WORKS | | | | | | |
| DIV | 38 | CUSTOMER SERVICE | | | | | | |
| 533120 | SALARIES - REGULAR | \$ 155,893 | \$ 140,435 | \$ 108,555 | \$ 110,549 | \$ 110,549 | \$ 52,100 | \$ 52,065 |
| 533140 | SALARIES - OVERTIME | 2,305 | 5,678 | - | - | - | - | - |
| 533210 | FICA | 11,702 | 11,034 | 8,305 | 8,360 | 8,360 | 3,985 | 3,985 |
| 533220 | RETIREMENT | 4,733 | 5,089 | 8,000 | 8,180 | 8,180 | 3,780 | 3,780 |
| 533230 | LIFE AND HEALTH | 17,918 | 16,946 | 11,020 | 7,707 | 7,707 | 5,500 | 4,710 |
| | PERSONNEL EXPENSES | 192,551 | 179,182 | 135,880 | 134,796 | 134,796 | 65,365 | 64,540 |
| 533312 | OTHER PROFESSIONAL | - | - | - | - | - | - | - |
| 533340 | OTHER CONTRACTED S | - | - | - | - | - | - | - |
| 533341 | UNIFORM RENTAL | - | - | - | - | - | - | - |
| 533433 | PURCHASE OF WATER | - | - | - | - | - | - | - |
| 533440 | RENTALS & LEASES | - | - | - | - | - | - | - |
| 533450 | GAS, OIL, GREASE | - | - | - | - | - | - | - |
| 533467 | REPAIRS - MACH & E | - | - | - | - | - | - | - |
| 533520 | OPERATING EXPENSE | - | 369 | 2,500 | - | - | 1,500 | 1,000 |
| 533522 | HARDSHIPASSISTANCE | - | - | - | - | - | - | - |
| 533523 | EQUIP REPLACEMENT | - | - | - | - | - | - | - |
| 533524 | OPERATING RESERVE | - | - | - | - | - | - | - |
| 533540 | PUB/SUBS/MEMBERSHI | - | - | - | - | - | - | - |
| 533541 | EDUCATIONAL COSTS | - | - | - | - | - | - | - |
| 533555 | SMALL TOOLS & SUPP | - | - | - | - | - | - | - |
| | OPERATING EXPENSES | - | 369 | 2,500 | - | - | 1,500 | 1,000 |
| TOTAL CUSTOMER SERVICE | | \$ 192,551 | \$ 179,551 | \$ 138,380 | \$ 134,796 | \$ 134,796 | \$ 66,865 | \$ 65,540 |
| TOTAL WATER & SEWER FUND | | \$ 7,625,137 | \$ 12,672,512 | \$ 25,250,170 | \$ 11,156,469 | \$ 11,156,469 | \$ 29,013,850 | \$ 19,089,020 |

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Public Utilities – Storm Water

DEPARTMENT DESCRIPTION

The Public Works (Utilities) Division is responsible for the maintenance of storm water drains, accrual basis and street and curb sweeping.

In addition, the division samples, monitors and tests storm water outfalls in order to identify and eliminate storm water pollution sources so as to obtain National Pollution Discharge Elimination System (NPDES) permit as mandated by provisions in the Clean Water Act.

The City performed a rate study in FY 2013-2014. The rate was \$1.90 per ERU and had not been adjusted since 1993. With the application to the State Revolving Loan program to obtain funding for the necessary improvements to the system identified in the Stormwater Master Plan, it was imperative the City apply a rate to meet the minimum SRF debt service coverage requirements and pay operating expenses.

Rates for FY 2015 and thereafter are:

| Fiscal Year | Rate/ERU |
|----------------|-------------|
| 2015 | \$4.00 |
| 2016 | \$6.00 |
| 2017 | \$9.00 |
| 2018 | \$12.00 |
| 2019 | \$15.50 |
| 2020 and after | 2% per year |

Upon completion of infrastructure projects, another rate study is recommended to account for actual expenses and operational savings.

SERVICES

- * Ensure the City has adequate conveyance of storm runoffs
- * Collect and dispose of litter and trash thrown into canals
- * Maintain and clean canals and area around the canals
- * Maintenance of storm drains
- * Street and curb sweeping

Public Utilities – Storm Water

ACCOMPLISHMENTS

- Citywide Stormwater master plan completed. State Revolving Loan to complete master plan projects awarded.
- Completed storm water rate study which provides recommended rates necessary to recover funds to pay debt service.

GOALS

| City Goals | Department Goals |
|------------------------------|---|
| Community Development | <ul style="list-style-type: none"> • Execute design build construction agreements for citywide infrastructure projects funded by SRF loan dollars and grants and properly comply with funder requirements. Execute design build construction agreements for citywide infrastructure projects funded by SRF loan dollars and grants and properly comply with funder requirements. • Continue to monitor the inter-local agreement with Miami-Dade County to maintain the canals city-wide. Clean canals translate into more pleasant and aesthetical settings, safer open waters, and a better quality of life particularly for those residents living in close proximity to the canals. |

DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|--------------------------|-----------------|
| Supervisor | 1 |
| Heavy Equipment Operator | 1 |
| Utility Mechanic | 2 |
| Total | 4 |

FY 2015 DEPARTMENT HIGHLIGHTS

- Funding is included for the agreement with Miami-Dade County for city-wide canal maintenance.
- Funding is included for the lease purchase payment of the street sweeper and the maintenance agreement.

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|------------------------|------------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|---------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 450 | STORM WATER MANAGEMENT | | | | | | | |
| DEPT | 504 | PUBLIC WORKS | | | | | | | |
| DIV | 43 | STORM WATER MANAGEMENT | | | | | | | |
| 538120 | SALARIES - REGULAR | \$ 29,875 | \$ 33,439 | \$ 51,690 | \$ 49,873 | \$ 49,873 | \$ 51,690 | \$ 108,745 | |
| 538140 | SALARIES - OVERTIME | 5,715 | 4,012 | 5,000 | 3,531 | 3,531 | 5,000 | 5,000 | |
| 538210 | FICA | 2,529 | 2,827 | 4,335 | 3,984 | 3,984 | 4,340 | 8,705 | |
| 538220 | RETIREMENT | 3,581 | 4,566 | 4,180 | 3,165 | 3,165 | 4,115 | 8,260 | |
| 538230 | LIFE AND HEALTH | 13,261 | 17,186 | 10,760 | 9,047 | 9,047 | 10,765 | 18,695 | |
| | PERSONNEL EXPENSES | 54,961 | 62,030 | 75,965 | 69,600 | 69,600 | 75,910 | 149,405 | |
| 538312 | OTHER PROFESSIONAL | - | 600 | - | - | - | - | - | |
| 538340 | OTHER CONTRACTED S | 140,237 | 484,188 | 346,325 | 310,000 | 310,000 | 346,325 | 346,325 | |
| 538341 | UNIFORM RENTAL | 1,755 | 1,508 | 1,500 | 747 | 747 | 1,500 | 1,500 | |
| 538391 | REIMBURSEMENT - ADMIN | 8,506 | 13,895 | 13,330 | 9,997 | 9,997 | 13,330 | 65,000 | |
| 538400 | TRAVEL & PER DIEM | - | 653 | - | 3,360 | 3,360 | - | - | |
| 538440 | RENTALS & LEASES | - | 1,342 | - | - | - | - | - | |
| 538451 | INSURANCE | 1,650 | - | 10,000 | 13,514 | 13,514 | 10,000 | 10,000 | |
| 538467 | REPAIRS - MACH & EQUIP | - | 18,918 | 10,000 | 26,362 | 26,362 | 10,000 | 10,000 | |
| 538520 | OPERATING EXPENSE | 8,038 | 5,165 | 9,930 | 7,290 | 7,290 | 9,930 | 9,930 | |
| 538541 | EDUCATIONAL COSTS | 1,953 | 1,486 | 2,000 | - | - | 2,000 | 2,000 | |
| | OPERATING EXPENSES | 162,139 | 527,755 | 393,085 | 371,271 | 371,271 | 393,085 | 444,755 | |
| 5386314 | SRF PROJECTS - ST WTR | - | - | 11,678,200 | 9,675 | 9,675 | 11,678,200 | - | |
| 5386315 | CAIRO LANE | - | - | 879,505 | 49,733 | 49,733 | 879,505 | - | |
| 5386316 | NW 127 ST IMPROVEM | - | - | - | 7,529 | 7,529 | - | - | |
| 5386327 | BURLINGTON CANAL | - | - | 700,000 | 137,600 | 137,600 | 700,000 | - | |
| 538640 | MACHINERY & EQUIP | 8,946 | 16,001 | 68,020 | 64,268 | 64,268 | 259,060 | 68,020 | |
| 538646 | COMPUTER EQUIPMENT | - | - | - | - | - | - | - | |
| | CAPITAL OUTLAYS | 8,946 | 16,001 | 13,325,725 | 268,803 | 268,803 | 13,516,765 | 68,020 | |
| 538720 | INTEREST | - | 6,725 | - | - | - | - | - | |
| 538970 | BAD DEBTS | - | 6,817 | - | - | - | - | - | |
| 538980 | DEPRECIATION | 69,647 | 81,524 | - | - | - | - | - | |
| 538991 | OPEB OBLIGATION EXP | 2,644 | 1,106 | - | - | - | - | - | |
| | NON-OPERATING EXP | 72,291 | 96,172 | - | - | - | - | - | |
| TOTAL STORM WATER FUND | | \$ 298,337 | \$ 701,958 | \$ 13,794,775 | \$ 709,675 | \$ 709,675 | \$ 24,166,118 | \$ 11,030,540 | |

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|---------------------------------|--------------------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|---------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 450 | STORM WATER MANAGEMENT | | | | | | | |
| DEPT | 507 | CAPITAL PROJECTS | | | | | | | |
| DIV | 76 | CAPITAL PROJECTS - STORM WATER | | | | | | | |
| 538120 | SALARIES - REGULAR | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 538140 | SALARIES - OVERTIME | - | - | - | - | - | - | - | |
| 538210 | FICA | - | - | - | - | - | - | - | |
| 538220 | RETIREMENT | - | - | - | - | - | - | - | |
| 538230 | LIFE AND HEALTH | - | - | - | - | - | - | - | |
| | PERSONNEL EXPENSES | - | - | - | - | - | - | - | |
| 538312 | OTHER PROFESSIONAL | - | - | - | - | - | - | 788,000 | |
| 538340 | OTHER CONTRACTED S | - | - | - | - | - | - | - | |
| 538341 | UNIFORM RENTAL | - | - | - | - | - | - | - | |
| 538391 | REIMBURSEMENT - ADMIN | - | - | - | - | - | - | - | |
| 538400 | TRAVEL & PER DIEM | - | - | - | - | - | - | - | |
| 538440 | RENTALS & LEASES | - | - | - | - | - | - | - | |
| 538451 | INSURANCE | - | - | - | - | - | - | - | |
| 538467 | REPAIRS - MACH & E | - | - | - | - | - | - | - | |
| 538520 | OPERATING EXPENSE | - | - | - | - | - | - | - | |
| 538541 | EDUCATIONAL COSTS | - | - | - | - | - | - | - | |
| | OPERATING EXPENSES | - | - | - | - | - | - | 788,000 | |
| 5386314 | SRF PROJECTS - STRM WTR | - | - | - | - | - | 6,280,358 | 6,280,360 | |
| 5386315 | CAIRO LANE | - | - | - | - | - | 2,800,000 | 2,200,000 | |
| 5386316 | NW 127 ST IMPROVEMENT | - | - | - | - | - | - | - | |
| 5386327 | BURLINGTON CANAL | - | - | - | - | - | 1,100,000 | 1,100,000 | |
| 538640 | MACHINERY & EQUIP | - | - | - | - | - | - | - | |
| 538646 | COMPUTER EQUIPMENT | - | - | - | - | - | - | - | |
| | CAPITAL OUTLAYS | - | - | - | - | - | 10,180,358 | 9,580,360 | |
| 538720 | INTEREST | - | - | - | - | - | - | - | |
| 538970 | BAD DEBTS | - | - | - | - | - | - | - | |
| 538980 | DEPRECIATION | - | - | - | - | - | - | - | |
| 538991 | OPEB OBLIGATION EXP | - | - | - | - | - | - | - | |
| | NON-OPERATING EXP | - | - | - | - | - | - | - | |
| | TOTAL CAPITAL PRJ - STORM WATER | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 10,180,358 | \$ 10,368,360 | |



Capital Projects

Capital Projects

DEPARTMENT DESCRIPTION

The Capital Improvements Program (CIP) is essentially a visioning tool for the orderly development of the city projects. It is designed to provide coordination, so where possible the projects development can conform to City's annual operating budgets. It allows for the systematic evaluation of projects assuring the greatest needs are being addressed. By being open and forthright, the CIP also serves as a public relations tool and assists in securing community support and cooperation. The CIP proudly and intentionally preserves and protects city and historical resources and in many cases, promotes economic development. Properly maintaining and utilizing the framework within the CIP can provide the necessary road map that transforms the City's long-range vision to a completed reality.

Our goal for the upcoming fiscal year is to continue to strengthen our aged infrastructure to reduce inflow/infiltration in our Wastewater system, to increase fire flow and eliminate leaks in our drinking water system, and improve our storm water systems to reduce/eliminate flooding of our city streets.

The Capital Projects Fund includes capital improvement projects such as:

- a. New and expanded physical facilities for the community,
- b. Large scale rehabilitation or replacement of existing facilities,
- c. Major pieces of equipment which have a relatively long period of usefulness,
- d. Equipment for any public facility or improvement when first erected or acquired,
- e. The cost of engineering or architectural studies and services related to the improvement, and
- f. The acquisition of land for a community facility such as a park, sewer line, etc.

Capital expenditures must exceed \$10,000 in cost with an anticipated life exceeding one year.

Normal replacement of vehicles or equipment and normal recurring renovations or projects which are funded in departmental operating budgets are generally excluded from the Capital Projects Fund. Recurring projects are those that have a regular replacement cycle.

In FY 2015-2016, over \$21 million of significant Capital Improvement Projects are planned.

SERVICES

- | | |
|--|---|
| <ul style="list-style-type: none"> • Project planning , budgeting, scheduling • Preparation of construction plans and specifications • Construction Management and Inspection • Processing progress payment request • Coordinating federal, state, county, and local projects in the City | <ul style="list-style-type: none"> • Budgeting • Acquisition of rights of ways and easements for construction projects • Contract Compliance • Quality Control • Water, Sewer, and Stormwater Management |
|--|---|

| City Goals | Department Goals |
|-----------------------------|--|
| Economic Development | <ul style="list-style-type: none"> Continue to rehabilitate pump stations to bring sewer system into compliance with DERM requirements and remove moratorium on sanitary sewer lift stations Execute design build construction agreements for citywide infrastructure projects funded by SRF loan dollars and grants and properly comply with funder requirements. |

ACCOMPLISHMENTS

- In FY 2013, the City hired a consultant to complete a ***Citywide Infrastructure Improvement Plan*** with the idea to embark on a citywide infrastructure improvements program. The plan would identify the shortcomings and failures of the existing system(s) and addresses them accordingly. We expressed a need to put in place critical infrastructure components that were adequately and efficiently sized to handle current and projected demand whilst operating in an environmentally sound and sustainable manner. The city’s goal is to own and maintain an infrastructure system that functions according to jurisdictional and regulatory standards whilst providing maximum service levels to the residents of the city.

The plan was complete and was used to obtain State Revolving low interest loan dollars to complete all of the projects identified in the plan within a three to five year period. There are actually three separate plans (Drinking Water, Wastewater, and Storm water) that were used to obtain separate loans. The planned SRF projects in FY 2016 are:

| | Drinking Water | Wastewater | Storm Water | Total |
|-------------------------------------|--------------------|--------------------|--------------------|---------------------|
| Cairo Lane/ NW 127 th St | \$1,150,000 | \$1,550,000 | \$2,800,000 | \$5,500,000 |
| Zone 1 & 2 | \$2,750,000 | \$2,750,000 | \$6,000,000 | \$11,500,000 |
| Total | \$3,900,000 | \$3,900,000 | \$8,200,000 | \$17,000,000 |

- We will be completing Phase II rehabilitation of ***Historic City Hall***. Historical City Hall is listed on the State of Florida National Register of Historic Places and is currently under renovation. Funding for Historic City Hall is as follows:

| | |
|---|--------------------|
| Miami Dade County General Obligation Bond (GOB) | \$1,622,750 |
| State Historical Preservation Grant | \$87,500 |
| Total | \$1,710,250 |

Remaining dollars in FY 2016 to complete the renovation of Historic City Hall is estimate at \$1.7m.

Capital Projects

- The City has also substantially completed the ***Automatic Meter Reading (AMR)*** system that will electronically read water meters and electronically transmit the reads to the billing system. We have provided \$95,000 to continue, maintain, and troubleshoot the system and meters.
- Miami Dade County adopted Ordinance No. 02-116 levying and imposing a one half of one percent Charter County Transit System Surtax (“Surtax”) pursuant to the authority of Sec. 212.055(1) Fla. Stats. (2002). Miami Dade County distributes 20% of the Surtax dollars to Cities. Cities are required to use at least 20% of surtax proceeds on transit uses such as circulator buses, bus shelters, bus pullout bays, sidewalks, or other transit related infrastructure. The remaining 80% or less will be used on transportation activities such as roadway milling and resurfacing.

The City annually receives approximately \$550,000 in surtax funding. Any funds not used in a given fiscal year will be carried-over to be used within the next five year period.

Projects planned in the ***Transportation Fund*** in FY 2015-2016 are as follows:

| | |
|--|------------------|
| Roadway Milling & Resurfacing | \$650,000 |
| Bus Shelters | \$60,000 |

The Surtax dollars will also pay the City’s bus circulator costs.

- The ***Burlington Street Canal*** current does not comply with required slope per South Florida Water Management District criteria. The Canal has progressive bank erosion which is impacting the adjacent private properties. The bank is very sharp and uneven and is a health hazard. The existing condition of the Canal bank has deteriorated as residents are complaining about the threat to their property and the threat to public safety. The unprotected Canal bank is degrading the surface water quality and the canal is losing its aesthetic view. The Canal bank has to be restored to ensure required slope compliance with the South Florida Water Management District regulations. The City received \$700,000 from the U.S. Environmental Protection Agency (EPA) for this project and an additional \$400,000 will come from the Stormwater Fund.
- The City is a recent recipient of a \$400,000 United States Environmental Protection Agency Grant that will allow the City characterize contaminated properties and develop a clean-up plan ***Brownfield*** sites that are intertwined within the community. With this funding, we will address Brownfield uncertainties; remediate and restore impacted sites; make efforts to combat localized flooding through development planning; improve community access and mobility; and reduce health issues stemming from exposure to contamination.

Program 1 Objectives: Educate the local community about the impact of Brownfield sites and the utilization of the properties in fostering redevelopment as a part of a larger community reinvestment strategy.

Capital Projects

Program 2 Objectives: Conduct site assessments based on environmental, health, social impact, and economic criterion.

Program 3 Objectives: Develop comprehensive plans for the affected sites to facilitate new employment opportunities, amenities and infrastructure.

- The City received funding from the Miami Dade County Community Development Block Grant for repairs to ***NW 38th Avenue***. This is a city-owned, two-way, asphalt roadway in decrepit condition. The roadway floods even during low frequency, short duration rain events; creates conditions for driver; and impairs mobility on the roadway. These conditions have had negative impacts on the businesses, their customer, suppliers and employees. The drainage improvements will alleviate the current flooding problem and increase safety and mobility. Funding for the project is as follows:

| | |
|------------------------|------------------|
| Miami Dade County CDBG | \$319,642 |
| State Revolving Loan | \$280,358 |
| Total | \$600,000 |

- The City received funding from the Miami Dade County Community Development Block Grant for repairs to the Young, Bowers and Brown Community ***Cultural Center located at 2105 Ali Baba Ave***. The facility is in need of repairs to a leaky roof, remediation of mold on the second floor, painting and overall updating. Funding for the project is as follows:

| | |
|------------------------|------------------|
| Miami Dade County CDBG | \$221,000 |
| Total | \$221,000 |

DEPARTMENT STAFFING

| Position Title | Number Budgeted |
|--------------------------|-----------------|
| Project Manager | 2 |
| Administrative Assistant | 1 |
| Maintenance Worker | 1 |
| Accountant | 1 |
| Total | 5 |

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|-------------------------|------------------|-----------------|-------------------|-----------------|-------------------------|-----------------|--------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 320 | CAPITAL PROJECTS | | | | | | | |
| DEPT | 500 | PUBLIC WORKS | | | | | | | |
| DIV | 44 | ADMINISTRATION | | | | | | | |
| 541802 | SHERBONDY PARK IMP | \$ - | \$ 286,524 | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 541805 | NW 143 STREET | 58,175 | - | - | - | - | - | - | |
| 541807 | RUTLAND ST ROADWAY | 60,414 | 56,028 | - | - | - | - | - | |
| 541809 | 38TH AVE IMPROVEMENTS | - | - | - | - | - | 319,642 | 319,642 | |
| 541814 | SEGAL PARK IMPROVE | 2,660,000 | 825,248 | 500,000 | - | - | - | - | |
| 541816 | BUS SHELTERS | 152,275 | - | - | - | - | - | - | |
| 541818 | ALI-BABA IMPROVEME | - | - | - | - | - | - | - | |
| 541820 | CAIRO LANE IMPROVE | - | - | - | - | - | - | - | |
| 541821 | NEW CITY HALL | - | 27,439 | 8,500,000 | - | - | - | - | |
| 541823 | HISTORIC CITY HALL | - | 429,893 | 1,900,000 | 600,000 | 600,000 | 1,000,000 | 1,710,250 | |
| 541825 | NW 147TH STREET IM | - | - | - | - | - | - | - | |
| 541826 | NW 127TH STREET IM | - | - | - | - | - | - | - | |
| 541827 | 132 STREET & 42/37 | - | - | - | - | - | - | - | |
| 541828 | NW 133RD STREET IM | - | - | - | - | - | - | - | |
| 541829 | NW 34 AVE/ALEXANDR | - | - | - | - | - | - | - | |
| 541833 | BROWNSFIELD PROJ EXP | - | - | - | - | - | 400,000 | 400,000 | |
| | CULTURAL CENTER-ALI BAI | - | - | - | - | - | 369,000 | 221,000 | |
| | TRANS OUT - GEN FUND | 90,000 | - | - | - | - | - | - | |
| TOTAL CAPITAL PROJECTS - GEN GOV | | \$ 3,020,864 | \$ 1,625,132 | \$ 10,900,000 | \$ 600,000 | \$ 600,000 | \$ 2,088,642 | \$ 2,650,892 | |

**CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2015-2016**

| EXPENDITURES BY LINE ITEM | | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED |
|--|---------------------------|----------------------------------|--------------------|--------------------|----------------------|--------------------|-------------------------------|---------------------|
| FUND | 440 | WATER & SEWER | | | | | | |
| DEPT | 507 | CAPITAL PROJECTS | | | | | | |
| DIV | 75 | CAPITAL PROJECTS - WATER & SEWER | | | | | | |
| 535110 | SALARIES - EXECUTIVE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 150,405 | \$ 79,205 |
| 535120 | SALARIES - REGULAR | - | - | - | - | - | 218,565 | 201,140 |
| 535140 | SALARIES - OVERTIME | - | - | - | - | - | - | - |
| 535210 | FICA | - | - | - | - | - | 16,720 | 21,445 |
| 535220 | RETIREMENT | - | - | - | - | - | 15,870 | 20,350 |
| 535230 | LIFE AND HEALTH | - | - | - | - | - | 31,070 | 36,610 |
| | PERSONNEL EXPENSES | - | - | - | - | - | 432,630 | 358,750 |
| 535311 | EMPLOYEE PHYSICALS | - | - | - | - | - | - | - |
| 535312 | OTHER PROFESSIONAL SVCS | - | - | - | - | - | 201,000 | 638,000 |
| 535340 | OTHER CONTRACTED SVCS | - | - | - | - | - | 5,000 | - |
| 535390 | CONTINGENCIES | - | - | - | - | - | - | - |
| 535400 | TRAVEL & PER DIEM | - | - | - | - | - | 5,000 | 3,500 |
| 535430 | ELEC/GAS/WATER | - | - | - | - | - | - | - |
| 535440 | RENTALS & LEASES | - | - | - | - | - | 5,000 | - |
| 535461 | REPAIRS - BLDG & EQUIP | - | - | - | - | - | - | - |
| 535465 | REPAIRS - EQUIPMENT | - | - | - | - | - | 5,000 | - |
| 535493 | GENERAL EXPENSES | - | - | - | - | - | 1,100 | - |
| 535510 | OFFICE SUPPLIES | - | - | - | - | - | - | 3,500 |
| 535520 | OPERATING EXPENSE | - | - | - | - | - | 7,000 | 5,000 |
| 535528 | SOFTWARE LICENSING | - | - | - | - | - | 20,000 | 20,000 |
| 535540 | PUBL / SUBSCR/MEMBER | - | - | - | - | - | 900 | 900 |
| 535541 | EDUCATIONAL COSTS | - | - | - | - | - | 3,000 | 3,000 |
| | OPERATING EXPENSES | - | - | - | - | - | 253,000 | 673,900 |
| 535630 | IMPROV OTHER THAN | - | - | - | - | - | - | - |
| 5356302 | LIFT STATION 11B I | - | - | - | - | - | - | - |
| 5356303 | LIFT STATION 11C I | - | - | - | - | - | - | - |
| 5356304 | LIFT STATION 7 IMP | - | - | - | - | - | - | 163,245 |
| 5356312 | LIFT STATION 5 IMP | - | - | - | - | - | - | - |
| 5356314 | SRF PROJECTS - SEWER | - | - | - | - | - | 2,750,000 | 5,500,000 |
| 5356315 | CAIRO LANE | - | - | - | - | - | 1,550,000 | 2,300,000 |
| 535640 | MACHINERY & EQUIPM | - | - | - | - | - | - | - |
| 535642 | OFFICE FURNITURE | - | - | - | - | - | 2,100 | - |
| 535646 | COMPUTER EQUIPMENT | - | - | - | - | - | - | - |
| 535648 | AUTO LEASE / PURCHASE | - | - | - | - | - | 10,200 | 10,200 |
| | CAPITAL OUTLAY | - | - | - | - | - | 4,312,300 | 7,973,445 |
| 535915 | RETAINED EARNINGS | - | - | - | - | - | - | - |
| 535916 | RESERVE SICK/ACCRUAL | - | - | - | - | - | - | - |
| | NON-OPERATING EXP | - | - | - | - | - | - | - |
| TOTAL CAPITAL PRJ - WATER & SEWER | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,997,930 | \$ 9,006,095 |

| CITY OF OPA-LOCKA | | | | | | | | | |
|-----------------------------------|---------------------------------|--------------------------------|--------------------|----------------------|--------------------|-------------------------------|--------------------|---------------|--|
| EXPENDITURES BY FUND / DEPARTMENT | | | | | | | | | |
| FY 2015-2016 | | | | | | | | | |
| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 AUDITED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 BUDGET REQUESTS | FY 2016 ADOPTED | | |
| FUND | 450 | STORM WATER MANAGEMENT | | | | | | | |
| DEPT | 507 | CAPITAL PROJECTS | | | | | | | |
| DIV | 76 | CAPITAL PROJECTS - STORM WATER | | | | | | | |
| 538120 | SALARIES - REGULAR | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 538140 | SALARIES - OVERTIME | - | - | - | - | - | - | - | |
| 538210 | FICA | - | - | - | - | - | - | - | |
| 538220 | RETIREMENT | - | - | - | - | - | - | - | |
| 538230 | LIFE AND HEALTH | - | - | - | - | - | - | - | |
| | PERSONNEL EXPENSES | - | - | - | - | - | - | - | |
| 538312 | OTHER PROFESSIONAL | - | - | - | - | - | - | 788,000 | |
| 538340 | OTHER CONTRACTED S | - | - | - | - | - | - | - | |
| 538341 | UNIFORM RENTAL | - | - | - | - | - | - | - | |
| 538391 | REIMBURSEMENT - ADMIN | - | - | - | - | - | - | - | |
| 538400 | TRAVEL & PER DIEM | - | - | - | - | - | - | - | |
| 538440 | RENTALS & LEASES | - | - | - | - | - | - | - | |
| 538451 | INSURANCE | - | - | - | - | - | - | - | |
| 538467 | REPAIRS - MACH & E | - | - | - | - | - | - | - | |
| 538520 | OPERATING EXPENSE | - | - | - | - | - | - | - | |
| 538541 | EDUCATIONAL COSTS | - | - | - | - | - | - | - | |
| | OPERATING EXPENSES | - | - | - | - | - | - | 788,000 | |
| 5386314 | SRF PROJECTS - STRM WTR | - | - | - | - | - | 6,280,358 | 6,280,360 | |
| 5386315 | CAIRO LANE | - | - | - | - | - | 2,800,000 | 2,200,000 | |
| 5386316 | NW 127 ST IMPROVEMENT | - | - | - | - | - | - | - | |
| 5386327 | BURLINGTON CANAL | - | - | - | - | - | 1,100,000 | 1,100,000 | |
| 538640 | MACHINERY & EQUIP | - | - | - | - | - | - | - | |
| 538646 | COMPUTER EQUIPMENT | - | - | - | - | - | - | - | |
| | CAPITAL OUTLAYS | - | - | - | - | - | 10,180,358 | 9,580,360 | |
| 538720 | INTEREST | - | - | - | - | - | - | - | |
| 538970 | BAD DEBTS | - | - | - | - | - | - | - | |
| 538980 | DEPRECIATION | - | - | - | - | - | - | - | |
| 538991 | OPEB OBLIGATION EXP | - | - | - | - | - | - | - | |
| | NON-OPERATING EXP | - | - | - | - | - | - | - | |
| | TOTAL CAPITAL PRJ - STORM WATER | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 10,180,358 | \$ 10,368,360 | |

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGET

The Capital Improvement Program is a critical component of the City's annual budgeting process as projects funded and implemented through the Capital Budget may impact the General Fund (operating budget) at the time the item becomes operational. Many capital projects involve the reconstruction of existing infrastructure to update facilities to modern standards and, as such do not carry significant operating impacts. However, some projects, such as the construction of a new park facility or police station, will increased operating costs, will require increased personnel, operating costs, supplies, furniture and equipment.

Some projects may require financing by debt, resulting in scheduled annual debt service payments. Any applicable debt service issued for capital projects is included in the operating budget. Although the issuance of debt may be the most feasible avenue to fund capital projects, debt service reduces the amount of funds available for other uses.

| Capital Project | Impact on Operating Fund | Future Operating Expenses Funded by |
|--|---|-------------------------------------|
| City Infrastructure (Drinking Water, Wastewater, & Storm Water) Improvement Plan | The City is currently experiencing severe water leaks, inflow and infiltration into the sewer system and flooding. It is estimated the City could see operational savings of approximately \$500,000 once the project is completed. | Water & Sewer Fund |
| Historic City Hall renovations | Personnel, Operations, and Maintenance/ Amount unknown. | General Fund |
| Automatic Meter Reading | Savings in reduced personnel and increased efficiencies/ Amount unknown. | Water & Sewer Fund |
| Roadway Milling & Resurfacing | Initially no significant impact, however additional staff and equipment may be needed in the future in order to maintain / Amount unknown. | General Fund |
| Bus Shelters | No significant impact. | General Fund |
| Burlington Street Canal Improvements | No significant impact. | Storm Water Fund |
| Brownfield | Future increased revenue for taxes and permits once properties are cleaned and developed. | General Fund |
| NW 38 th Avenue Improvements | Initially no significant impact, however additional staff and equipment may be needed in the future in order to maintain / Amount unknown. | General Fund |
| 2105 Al-Baba Cultural Center Improvements | Personnel, Operations, and Maintenance/ Amount unknown. | General Fund |

Capital Projects

FY 2015-2016 Capital Projects by Funding Source

| Project Name | General Fund | Water & Sewer Fund | Storm Water Fund | PTP Fund | CDBG | GOB |
|---|--------------|--------------------|------------------|------------------|------------------|--------------------|
| Drinking Water Projects | | | | | | |
| Cairo Lane / NW 127th Street | | | | | | |
| Zone 1 & 2 | | | | | | |
| Zone 3 | | | | | | |
| Zone 4 | | | | | | |
| Zone 5 | | | | | | |
| Zone 6 | | | | | | |
| Wastewater Projects | | | | | | |
| Cairo Lane / NW 127th Street | | | | | | |
| Zone 1 & 2 | | | | | | |
| Zone 3 | | | | | | |
| Zone 4 | | | | | | |
| Zone 5 | | | | | | |
| Zone 6 | | | | | | |
| Storm Water Projects | | | | | | |
| Cairo Lane / NW 127th Street | | | | | | |
| Zone 1 & 2 | | | | | | |
| Zone 3 | | | | | | |
| Zone 4 | | | | | | |
| Zone 5 | | | | | | |
| Zone 6 | | | | | | |
| Burlington Canal Dredging Slope Project | | | \$400,000 | | | |
| Public Utilities | | | | | | |
| 38th Ave Roadway & Drainage Project | | | | | \$319,642 | |
| Public Works | | | | | | |
| Roadway Milling and Resurfacing | | | | \$650,000 | | |
| Community Development Projects | | | | | | |
| Bus Shelters - Citywide | | | | \$60,000 | | |
| Historic City Hall Improvement | | | | | | \$1,622,750 |
| Cultural Center 2105 Ali-Baba | \$0 | | | | \$221,000 | |
| Brownfield Assessment | | | | | | |
| TOTAL | \$0 | \$0 | \$400,000 | \$710,000 | \$540,642 | \$1,622,750 |

Capital Projects

FY 2015-2016 Capital Projects by Funding Source

| HISTORIC PRESERVATION | SRF | EPA | FDEP GRANT | Total | Project Name |
|---------------------------------------|--------------|-----------|-------------|--------------|---|
| Drinking Water Projects | | | | | |
| | \$1,150,000 | | | \$1,150,000 | Cairo Lane / NW 127th Street |
| | \$2,750,000 | | | \$2,750,000 | Zone 1 & 2 |
| | \$0 | | | \$0 | Zone 3 |
| | \$0 | | | \$0 | Zone 4 |
| | \$0 | | | \$0 | Zone 5 |
| | \$0 | | | \$0 | Zone 6 |
| Wastewater Projects | | | | | |
| | \$1,150,000 | | \$400,000 | \$1,550,000 | Cairo Lane / NW 127th Street |
| | \$2,750,000 | | | \$2,750,000 | Zone 1 & 2 |
| | \$0 | | | \$0 | Zone 3 |
| | \$0 | | | \$0 | Zone 4 |
| | \$0 | | | \$0 | Zone 5 |
| | \$0 | | | \$0 | Zone 6 |
| Storm Water Projects | | | | | |
| | \$2,200,000 | | \$600,000 | \$2,800,000 | Cairo Lane / NW 127th Street |
| | \$6,000,000 | | | \$6,000,000 | Zone 1 & 2 |
| | \$0 | | | \$0 | Zone 3 |
| | \$0 | | | \$0 | Zone 4 |
| | \$0 | | | \$0 | Zone 5 |
| | \$0 | | | \$0 | Zone 6 |
| | | | \$700,000 | \$1,100,000 | Burlington Canal Dredging Slope Project |
| Public Utilities | | | | | |
| | \$280,358 | | | \$600,000 | 38th Ave Roadway & Drainage Project |
| Public Works | | | | | |
| | | | | \$650,000 | Roadway Milling and Resurfacing |
| Community Development Projects | | | | | |
| | | | | \$60,000 | Bus Shelters - Citywide |
| \$87,500 | | | | \$1,710,250 | Historic City Hall Improvement |
| | | | | \$221,000 | Cultural Center 2105 Ali-Baba |
| | | \$400,000 | | \$400,000 | Brownfield Assessment |
| \$87,500 | \$16,280,358 | \$400,000 | \$1,700,000 | \$21,741,250 | TOTAL |

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Glossary

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when the cash is received or spent.

Adopted Budget - The original budget as approved by the City Commission at the beginning of the fiscal year.

Ad Valorem Taxes - Commonly referred to as property taxes, levied on both real and personal property, according to the property's valuation and tax rate.

Amended Budget - The current budget, resulting from changes to the Adopted Budget. An example of a common change would be a line item transfer of funds.

Annualize - Taking changes that occurred mid-year and calculating their costs for a full year, for the purpose of preparing an annual budget.

Appropriation - A legal authorization to incur obligations and make expenditures for specific purposes.

Assessed Valuation - The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes.

Asset - Resources owned or held by a government which has monetary value.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during the year.

Available (Undesignated) Fund Balance - This refers to funds remaining from prior years, which are available for appropriation and expenditure in the current year.

Balanced Budget - A budget is considered balanced when the revenues of all funds equal the expenditures of all funds.

Base Budget - Projected cost of continuing the existing levels of service in the current budget year.

Bond - A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

General Obligation (G.O.) Bond - This type of bond is backed by the full faith, credit and taxing power of the government.

Revenue Bond - This type of bond is backed only by revenues, which come from a specified enterprise or project, such as a hospital or toll road.

Glossary

Bond Refinancing – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget – A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.

Budgetary Basis – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of the three forms: GAAP, cash, or modified accrual.

Budget Calendar – The schedule of key dates, which a government follows in the preparation and adoption of the budget.

Budgetary Control – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget – The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

Capital Expenditures – Expenditures related to the acquisition, expansion or rehabilitation of an element of the physical plant of the government – sometime referred to as infrastructure.

Capital Improvement Program (C.I.P.) – An expenditure plan incurred each year over a fixed number of years to meet capital needs arising from the long term needs of the government.

Capital Outlay – Fixed assets which have a value of \$750 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

Capital Project - Major construction, acquisition, or renovation activities which add value to the physical assets of a government, or significantly increase their useful life. Also called capital improvements.

Cash Basis – A basis of accounting which recognizes transactions only when cash is increased or decreased.

Collective Bargaining Agreement – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of all employees).

Glossary

Constant or Real Dollars – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U. S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Services rendered to a government by private firms, individuals, or other government agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-Living Adjustment (COLA) – An increase in salaries to offset the adverse effect of inflation on compensation.

Debt Service – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Deficit – The excess liability of an entity over its assets; or the excess of expenditures or expenses over revenues during a single accounting period.

Department – The basic organizational unit of a government which is functionally unique in its delivery of services.

Depreciation - A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence.

Employee (or Fringe) Benefits – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of the costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Expenditure – The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

Expense – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Glossary

Fiscal Policy – A governments policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. For the City of Opa-locka, this twelve (12) month period is October 1 to September 30.

Fixed Assets – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Franchise Fee – Fees assessed on public utility corporations in return for granting a privilege to operate inside the City limits, e.g. water, electricity, cable television.

Full Faith and Credit – A pledge of a government’s taxing power to repay debt obligations.

Fund – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

Find Balance – The excess of the assets of a fund over its liabilities, reserves, and carry-over.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Grants – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

Intergovernmental Revenue – Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Levy – To impose taxes in support of government activities.

Line-item Budget – A budget prepared along departmental lines that focuses on what is to be bought.

Long-term Debt – Debt with a maturity date of more than one year after the date of issuance.

Mill – The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

Glossary

Indirect Cost – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

Infrastructure - The physical assets of a government (e.g. streets, water, sewer, public building and parks).

Interfund Transfers – The movement of monies between funds of the same governmental entity.

Object of Expenditures – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Obligations - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Revenue – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Pay-as-you-go Basis – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Personnel Services – Expenditures for salaries, wages, and fringe benefits of a government's employees.

Prior-year Encumbrances – Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Program – A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Purpose – A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reserve – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Glossary

Resolution – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue – Sources of income financing the operations of government.

Rolled-back Rate - The tax rate when applied to the current year's adjusted taxable value, generates the same ad valorem tax revenue as the prior year.

Source of Revenue – Revenues are classified according to their source or point of origin.

Taxes – Compulsory charges levied by government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Temporary Positions – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temporary employees are paid on a per-hour basis, and do not receive benefits.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TRIM – Truth in millage (Section 200.065, Florida Statute)

Unencumbered Balance – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Charges – The payment of a fee for direct receipt of public service by the party who benefits from the service.

Utility Taxes – Municipal charges on consumers or various utilities such as electricity, gas, water, and telecommunications.

Acronyms

ADA – Americans with Disabilities Act

ARRA – American Recovery & Reinvestment Act of 2009

CAD – Computer Aided Dispatch

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CET – Community Empowerment Team

CIP – Capital Improvement Plan

COLA – Cost of Living Adjustment

CPI – Consumer Price Index

CRA – Community Redevelopment Agency

DARE – Drug Awareness Resistance Education

DEP – Department of Environmental Protection

DJJ – Department of Juvenile Justice (Opa-locka Police Youth Academy)

EEOC – Equal Employment Opportunity Commission

ERU – Environmental Resource Unit

FDEP – Florida Department of Environmental Protection

FDLE – Florida Department of Law Enforcement

FDOT – Florida Department of Transportation

FEMA – Federal Emergency Management Association

FMLA – Family Medical Leave Act

FPL – Florida Power & Light

FRDAP – Florida Recreation Development Assistance Program

Acronyms

FTE – Full Time Equivalent

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GASB – Government Accounting Standards Board

GFOA – Government Finance Officers Association

GIS – Geographic Information System

GOB – General Obligation Bond

GIU – General Investigative Unit

HUD – Housing and Urban Development

ICMA – International City/County Management Association

IT – Information Technology

JARC – Job Access Reverse Commute

LCIR – Legislative Committee on Intergovernmental Relations

LEED – Leadership in Energy and Environmental Design

LLEBG – Local Law Enforcement Block Grant

MLK – Martin Luther King

MOU – Memorandum of Understanding

M/WBE – Minority and Women Business Enterprise

NACSLB – National Advisory Council on State and Local Budgeting

NAPOT – Nominal Average Pump Operating Time

NPDES – National Pollution Discharge Elimination System

OCED – Office of Community and Economic Development

Acronyms

P/T – Part time

PTP – People’s Transportation Plan

R & R – Repair and Replacement

RFQ/RFP – Request for Qualifications/Request for Proposal

ROW – Right of Way

SEA – Service Efforts and Accomplishments

SFWMD – South Florida Water Management District

SFRTA – South Florida Regional Transit Authority

SLE – Special Law Enforcement

SNP – Safe Neighborhood Parks (Miami Dade County)

SRF - State Revolving loan Fund

TIF – Tax Increment Financing

TRIM – Truth in millage

VAWA – Violence Against Women Act

VOCA – Victims of Crime Act

ADA – Americans with Disabilities Act

ARRA – American Recovery & Reinvestment Act of 2009

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ROW – Right of Way

SEA – Service Efforts and Accomplishments

SFWMD – South Florida Water Management District

Acronyms

SFRTA – South Florida Regional Transit Authority

SLE – Special Law Enforcement

SMS – Short Message Service

SNP – Safe Neighborhood Parks (Miami Dade County)

SRF – State Revolving loan Fund

TIF – Tax Increment Financing

TRIM – Truth in millage

VAWA – Violence Against Women Act

VOCA – Victims of Crime Act

1st Reading: September 10, 2015
2nd Reading: September 23, 2015
Adopted: September 23, 2015
Public Hearing: September 10, 2015 and September 23, 2015
Effective Date: October 1, 2015
Sponsored By: City Manager

ORDINANCE NO. 15-27

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, ADOPTING A FINAL MILLAGE RATE PURSUANT TO SECTION 200.065, FLORIDA STATUTES, FOR FISCAL YEAR 2015-2016, COMMENCING OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2016; SETTING FORTH PUBLIC HEARING DATES; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR REPEAL OF ALL PRIOR ORDINANCES IN CONFLICT; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, on July 30, 2015, the City Commission of the City of Opa-locka, Florida (“City Commission”) adopted Resolution No. 15-9047, setting the tentative millage rate of 8.9000 for Fiscal Year 2015-2016, commencing October 1, 2015 and ending September 30, 2016, and scheduled public hearings on September 10, 2015 and September 23, 2015; and

WHEREAS, a resolution setting the tentative millage rate appeared on the July 30th, 2015 City Commission agenda; and

WHEREAS, in order to ensure broad notice and allow for public input, public hearings were noticed and set for September 10, 2015 and September 23, 2015; and

WHEREAS, public hearings on September 10, 2015 and on September 23, 2015, will allow for public comment on, and consideration by the City Commission of the proposed millage rate; and

WHEREAS, the public and all interested parties have had the opportunity to address their comments to the City Commission regarding the millage rate; and

Ordinance No. 15-27

WHEREAS, having considered the comments of the public regarding the millage rate, the City Commission of the City of Opa-locka desires to adopt a final millage rate for Fiscal Year 2015-2016.

NOW THEREFORE, THE COMMISSION OF THE CITY OF OPA-LOCKA HEREBY ORDAINS:

Section 1. The foregoing recitals are hereby ratified and confirmed as being true, and the same are hereby made a specific part of this Ordinance.

Section 2. The City Commission of the City of Opa-locka hereby adopts and establishes the millage rate of the City of Opa-locka for Fiscal Year 2015-2016, commencing October 1, 2015, through September 30, 2016, at 8,9000 mills, which is \$8,9000 per \$1,000.00 of assessed property value within the City of Opa-locka. This represents a 15.86% increase over the rolled-back rate of 7.6818 mills.

Section 3. Public hearings are to be held by the Commission on September 10, 2015 and on September 23, 2016.

Section 4. The City Clerk of the City of Opa-locka is hereby directed to transmit a certified copy of this Ordinance to the Miami-Dade County Property Appraiser and the Tax Collector of Miami-Dade County.

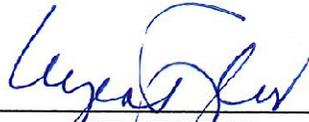
Section 5. All ordinances or Code provisions in conflict herewith are hereby repealed.

Section 6. If any section, subsection, sentence, clause, phrase or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portions of this Ordinance.

Ordinance No. 15-27

Section 7. This Ordinance shall, upon adoption, become effective as specified by the City of Opa-locka Code of Ordinances and the City of Opa-locka Charter.

PASSED AND ADOPTED this 23rd day of September, 2015.



MYRA TAYLOR
MAYOR

Attest:

Approved as to form and legal sufficiency:



Joanna Flores
City Clerk



Vincent T. Brown, Esq.
BROWN LAW GROUP, LLC
City Attorney

Moved by: Commissioner Santiago
Seconded by: Commissioner Kelley
Commission Vote: 3-0
Commissioner Kelley: YES
Commissioner Pinder: NOT PRESENT
Commissioner Santiago: YES
Vice-Mayor Holmes: NOT PRESENT
Mayor Taylor: YES

I, Joanna Flores, Deputy City Clerk of the City of Opa-Locka, Miami-Dade County, Florida do hereby certify that this is a true and correct copy of Ordinance No. 15-27 as shown in the official records of the City of Opa-Locka, Miami-Dade County, Florida.
Given under my hand and seal this 30th day of September, 2015.


Deputy City Clerk

1st Reading: September 10, 2015
2nd Reading: September 29, 2015
Public Hearing: September 10, 2015, September 23, 2015 and September 29, 2015
Adopted: September 29, 2015
Effective Date: October 1, 2015
Sponsored By: City Manager

ORDINANCE NO. 15-28

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, APPROVING AND ADOPTING THE CITY'S BUDGET FOR THE FISCAL YEAR 2015-2016, INCLUDING THE GENERAL, SPECIAL REVENUE, PROPRIETARY, CAPITAL AND DEBT SERVICE FUND BUDGETS, COMMENCING OCTOBER 1, 2015, THROUGH SEPTEMBER 30, 2016; PROVIDING FOR THE EXPENDITURE OF FUNDS ESTABLISHED BY THE BUDGET; AUTHORIZING THE CITY MANAGER TO TAKE CERTAIN ACTIONS; PROVIDING FOR APPROPRIATION OF ALL BUDGET EXPENDITURES; PROVIDING FOR FEES CONSISTENT WITH APPROPRIATION AND AMENDMENT; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR CONFLICT AND REPEALER; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the General Fund Budget for Fiscal Year 2015-2016, commences on October 1, 2015 and ends September 30, 2016; and

WHEREAS, pursuant to Article IV, Section 4.5 of the City of Opa-locka Charter, the City Manager has prepared and presented to the City Commission of the City of Opa-locka a budget and an explanatory budget message that details revenues, expenditures and other budgetary considerations for Fiscal Year 2015-2016; and

WHEREAS, the proposed Fiscal Year 2015-2016 Budget for the City of Opa-locka included an estimate of departmental revenues, and expenditures; and

WHEREAS, pursuant to Section 200.065, Florida Statutes, the City Commission conducted Public Hearings on September 10, 2015, September 23, 2015, and September 29, 2015 in Opa-locka, at 215 North Barack Obama (Perviz) Avenue, Opa-locka, Florida; and

Ordinance No. 15-28

WHEREAS, the public hearings for the Proposed Budget have been held as stated above, and comments from the public concerning said Budget have been heard and considered; and

WHEREAS, the City Commission of the City of Opa-locka, having had an opportunity to review and approve the proposed budget, as deemed appropriate, after hearing comments from the public regarding the tentative Budget and having complied with the “Truth in Millage (TRIM)” requirements of the Florida Statutes, desires to adopt a General Fund Budget for Fiscal Year 2015-2016, commencing October 1, 2015.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF OPA LOCKA, FLORIDA, AS FOLLOWS:

Section 1. The foregoing recitals are hereby ratified and confirmed as being true, and the same are hereby made a specific part of this Ordinance.

Section 2. This Ordinance shall be known and may be cited as the “2015-2016” General, Special Revenue, Proprietary, Capital, and Debt Service Fund Budget Ordinance.

Section 3. Pursuant to Article IV, Section 4.5 of the City Charter, the City Manager has recommended a proposed General Fund Budget to the City Commission for the Fiscal Year commencing October 1, 2015-2016, a copy of which is attached hereto as Exhibit “A” and incorporated by reference herein.

Section 4. The City Commission of the City of Opa-locka hereby approves, adopts and ratifies the proposed General Fund Budget for the Fiscal Year 2015-2016, and hereby appropriates the budgeted and expenditures and revenues as set forth in the attached Exhibit “A”.

Ordinance No. 15-28

Section 5. The City Manager is authorized to expend or contract for expenditures, pursuant to the City of Opa-locka Charter and the adopted Code of Ordinances in accordance with the adopted General Fund Budget for Fiscal Year 2015-2016.

Section 6. The department/division expenditure allocations established by the City Manager, as revised and summarized in the budget attached as Exhibit "A", are hereby adopted and ratified. Funds of the City for the General Fund Budget shall be expended in accordance with the appropriations provided in the Budget adopted by this Ordinance, which shall constitute an appropriation of amounts specified therein. Expenditure control will be at the fund level. Funds may be expended by, and with the approval of, the City Manager and the City Commission, in accordance with the provisions of the City Charter, adopted Code of Ordinances and applicable laws. Supplemental appropriations and reduction of appropriations, if any, shall be made in accordance with the City Charter.

Section 7. Any and all outstanding encumbrances as of September 30, 2015, shall not lapse at that time and appropriations have been hereby provided for those outstanding encumbrances that have been incurred prior to September 30, 2015, but are not expected to be paid until after October 1, 2015. Receipts from sources not anticipated in the attached budget may be appropriated and expended by Ordinance duly enacted by the City Commission in accordance with applicable law. Adjustments within the same fund to departmental appropriations made in the attached Budget may be approved, from time to time, by the City Manager, or by Resolution adopted by the City Commission. The City Manager is authorized to approve adjustments to expenditure code allocations, within the limit of fund appropriations made in the attached Budget.

Ordinance No. 15-28

Section 8. The City's Finance Director, in accordance with The City Charter, is hereby authorized to deposit into the accounts of the General Fund, any interest on deposits earned or accrued to the benefit of any trust funds, revolving accounts, working capital reserves, or other funds held in trust by the City of Opa-locka, unless specifically prohibited from doing so by trust or other agreements.

Section 9. All Ordinances setting fees and charges, and all other fees and charges consistent with appropriations adopted herein, as may be amended during the fiscal year, are hereby ratified, confirmed and approved.

Section 10. All Ordinances or Code provisions in conflict herewith are hereby repealed.

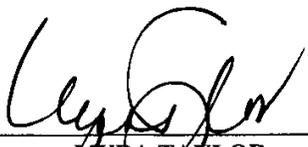
Section 11. If any section, subsection, sentence, clause, phrase or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portions of this Ordinance.

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Ordinance No. 15-28

Section 12. This Ordinance shall, upon adoption, become effective as specified by the City of Opa-locka Charter and Code of Ordinance.

PASSED AND ADOPTED this 29th day of September, 2015.



MYRA TAYLOR
MAYOR

Attest:



Joanna Flores
CITY CLERK

Approved as to form and legal sufficiency:



BROWN LAW GROUP, LLC
City Attorney

| | |
|------------------------|-----------------------|
| Moved by: | COMMISSIONER PINDER |
| Seconded by: | COMMISSIONER SANTIAGO |
| Commission Vote: | 5-0 |
| Commissioner Kelley: | YES |
| Commissioner Pinder: | YES |
| Commissioner Santiago: | YES |
| Vice-Mayor Holmes | YES |
| Mayor Taylor: | YES |

**CITY OF OPA-LOCKA
SUMMARY OF ALL FUNDS EXPENDITURES
FY 2015-2016**

| EXPENDITURES BY LINE ITEM | FY 2013 AUDITED | FY 2014 ADOPTED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2015 BUDGET REQUESTS | FY 2016 PROPOSED |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|----------------------|
| CITY COMMISSION | \$ 177,377 | \$ 171,107 | \$ 135,000 | \$ 169,332 | \$ 169,332 | \$ 136,680 | \$ 175,175 |
| OFFICE OF THE CITY MANAGER | 752,802 | 873,505 | 678,315 | 669,416 | 669,416 | 708,575 | 730,135 |
| NON DEPARTMENTAL DIVISION | 1,692,784 | 1,359,427 | 1,023,045 | 1,234,725 | 1,234,725 | 794,160 | 831,630 |
| HUMAN RESOURCES | 357,079 | 397,004 | 393,350 | 352,500 | 352,500 | 371,353 | 811,375 |
| OFFICE OF THE CITY CLERK | 464,953 | 400,609 | 379,800 | 327,229 | 327,229 | 406,741 | 327,545 |
| INFORMATION TECHNOLOGY | 285,427 | 304,100 | 301,950 | 288,788 | 288,788 | 290,310 | 281,850 |
| FINANCE ADMINISTRATION | 589,927 | 660,700 | 595,050 | 466,801 | 466,801 | 618,700 | 600,785 |
| OFFICE OF THE CITY ATTORNEY | 465,417 | 393,060 | 275,000 | 290,000 | 290,000 | 330,000 | 330,000 |
| COMMUNITY DEVELOPMENT | 513,469 | 505,607 | 557,255 | 448,504 | 448,504 | 375,765 | 328,310 |
| CODE ENFORCEMENT | 342,328 | 351,484 | 266,835 | 283,354 | 283,354 | 284,445 | 247,418 |
| CONTINGENCIES | - | 95,990 | 10,000 | - | - | 10,000 | - |
| POLICE | 5,609,832 | 6,274,592 | 5,791,525 | 5,719,798 | 5,719,798 | 6,285,971 | 5,634,597 |
| BUILDING & LICENSES | 344,719 | 307,620 | 396,075 | 290,146 | 290,146 | 793,439 | 283,795 |
| PUBLIC WORKS | 2,459,592 | 2,435,217 | 2,010,335 | 1,975,917 | 1,975,917 | 2,516,447 | 1,592,545 |
| SPECIAL EVENTS - C/MGR DEPT | 86,517 | 108,480 | 35,000 | 82,764 | 82,764 | 60,000 | 102,000 |
| PARKS & RECREATION | 1,033,783 | 1,095,728 | 1,149,225 | 1,012,365 | 1,012,365 | 1,101,875 | 947,120 |
| TRANSFERS OUT - OPERATIONS | 48,492 | - | 25,000 | 25,000 | 25,000 | 173,000 | 65,000 |
| RESERVES INCL SICK/ANNUAL | - | 6,590 | 465,000 | 465,000 | 465,000 | 565,000 | 565,000 |
| TOTAL GENERAL FUND | \$ 15,224,498 | \$ 15,740,820 | \$ 14,487,760 | \$ 14,101,640 | \$ 14,101,640 | \$ 15,822,460 | \$ 13,854,280 |
| SOLID WASTE | \$ 1,214,900 | \$ 1,225,943 | \$ 1,500,000 | \$ 1,287,060 | \$ 1,287,060 | \$ 1,279,927 | \$ 1,205,230 |
| WATER & SEWER | 7,625,137 | 12,672,512 | 25,250,170 | 11,156,469 | 11,156,469 | 29,013,850 | 19,089,020 |
| STORMWATER UTILITY | 298,337 | 701,958 | 13,794,775 | 709,675 | 709,675 | 24,166,118 | 11,030,540 |
| URGENT CARE CENTER | - | - | - | - | - | - | 500,000 |
| TOWN CENTER ONE | - | - | - | - | - | - | 500,000 |
| TOTAL ENTERPRISE FUND | \$ 9,138,374 | \$ 14,600,413 | \$ 40,544,945 | \$ 13,153,204 | \$ 13,153,204 | \$ 54,459,895 | \$ 32,324,790 |
| CAPITAL IMP DEBT SERVICE | \$ 1,606,880 | \$ 1,721,255 | \$ 1,727,390 | \$ 1,727,390 | \$ 1,727,390 | \$ 3,449,360 | \$ 3,449,360 |
| CAPITAL ACQUISITION | - | - | - | - | - | - | - |
| CAPITAL IMPROVEMENTS | 3,020,864 | 1,625,132 | 10,900,000 | 600,000 | 600,000 | 2,088,642 | 2,650,892 |
| TOTAL CAPITAL PROJ FUND | \$ 4,627,744 | \$ 3,346,387 | \$ 12,627,390 | \$ 2,327,390 | \$ 2,327,390 | \$ 5,538,002 | \$ 6,100,252 |
| SPECIAL LAW ENFORCEMENT | \$ 5,657 | \$ 31,636 | \$ 5,000 | \$ 118,950 | \$ 118,950 | \$ 5,000 | \$ 5,000 |
| OPALOCKA YOUTH ACADEMY / DJJ | (1,239) | (456) | - | - | - | - | - |
| CRIME PREVENTION | 126,514 | 37,493 | - | - | - | - | - |
| TRANSPORTATION | 1,418,509 | 856,782 | 2,713,330 | 564,000 | 564,000 | 1,073,355 | 938,870 |
| CRA | 135,401 | 140,264 | 250,000 | 108,505 | 108,505 | 230,000 | 65,000 |
| TOTAL SPECIAL REVENUE FUNDS | \$ 1,684,842 | \$ 1,065,719 | \$ 2,968,330 | \$ 791,455 | \$ 791,455 | \$ 1,308,355 | \$ 1,008,870 |
| TOTAL EXPENDITURES ALL FUNDS | \$ 30,675,458 | \$ 34,753,339 | \$ 70,628,425 | \$ 30,373,689 | \$ 30,373,689 | \$ 77,128,712 | \$ 53,288,192 |

CITY OF OPA-LOCKA
SUMMARY OF ALL FUNDS REVENUE
FY 2015-2016

| REVENUE SOURCE BY LINE ITEM | FY 2013 AUDITED | FY 2014 ADOPTED | FY 2015 ADOPTED | FY 2015 PROJECTED | FY 2015 AMENDED | FY 2016 PROPOSED |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| AD VALOREM TAXES | \$ 5,842,217 | \$ 6,359,842 | \$ 5,450,485 | \$ 5,450,485 | \$ 5,450,485 | \$ 5,948,725 |
| FRANCHISE FEES | 1,446,218 | 1,399,957 | 1,538,100 | 1,526,685 | 1,526,685 | 1,616,600 |
| UTILITY TAXES | 1,649,298 | 1,633,791 | 1,611,900 | 1,592,000 | 1,592,000 | 36,900 |
| LOCAL OPTION GAS TAXES | 275,189 | 279,767 | 281,210 | 284,500 | 284,500 | - |
| LICENSES & PERMITS | 683,509 | 838,239 | 887,800 | 776,210 | 776,210 | 869,600 |
| STATE GRANTS | 667,676 | 352,540 | 442,645 | 242,386 | 242,386 | 251,350 |
| STATE SHARED REVENUE | 14,141 | 13,842 | 28,300 | 19,300 | 19,300 | 19,000 |
| OTHER SHARED REV/COUNTY | 49,245 | 59,824 | 49,000 | 54,085 | 54,085 | 53,500 |
| CHARGES FOR SERVICES | 48,446 | 98,722 | 103,050 | 76,230 | 76,230 | 80,050 |
| FINES & FORFEITURES | 311,345 | 413,675 | 1,094,600 | 465,785 | 465,785 | 644,050 |
| INTEREST | 8,000 | 314 | 8,000 | 655 | 655 | 1,000 |
| OTHER REVENUES | 507,737 | 500,213 | 211,810 | 347,880 | 347,880 | 509,130 |
| OTHER FINANCING SOURCES | 1,585,501 | 5,259,830 | 3,195,860 | 3,265,441 | 3,265,441 | 3,824,375 |
| TOTAL GENERAL FUND | 13,088,522 | 17,210,556 | 14,902,760 | 14,101,640 | 14,101,640 | 13,854,280 |
| NON GENERAL FUND REVENUES | | | | | | |
| CAPITAL IMPROV DEBT SERVICE | 1,606,880 | 1,740,055 | 1,727,390 | 1,727,390 | 1,727,390 | 3,449,360 |
| CAPITAL ACQUISITION | - | - | - | - | - | - |
| CAPITAL PROJECT | 63,374 | 1,588,474 | 10,900,000 | 600,000 | 600,000 | 2,650,892 |
| TOTAL CAPITAL PROJECTS FUND | 1,670,254 | 3,328,529 | 12,627,390 | 2,327,390 | 2,327,390 | 6,100,252 |
| SOLID WASTE | 975,544 | 1,137,874 | 1,500,000 | 1,287,060 | 1,287,060 | 1,205,230 |
| WATER & SEWER | 8,515,040 | 8,290,216 | 25,250,170 | 11,156,469 | 11,156,469 | 19,089,020 |
| STORM WATER UTILITY | 242,628 | 268,001 | 13,794,775 | 709,675 | 709,675 | 11,030,540 |
| URGENT CARE CENTER | - | - | - | - | - | 500,000 |
| TOWN CENTER ONE | - | - | - | - | - | 500,000 |
| TOTAL ENTERPRISE FUNDS | 9,733,212 | 9,696,091 | 40,544,945 | 13,153,204 | 13,153,204 | 32,324,790 |
| SPECIAL LAW ENF | 42,622 | 101,782 | 5,000 | 118,950 | 118,950 | 5,000 |
| DEPT OF JUSTICE AFTER CARE | - | - | - | - | - | - |
| CRIME PREVENTION | 55,266 | 1,000 | - | - | - | - |
| TRANSPORTATION | 603,115 | 572,297 | 2,713,330 | 564,000 | 564,000 | 938,870 |
| COMM REDEV AGENCY GRANT | 104,167 | 142,821 | 250,000 | 108,505 | 108,505 | 65,000 |
| TOTAL SPECIAL REVENUE FUNDS | 805,170 | 817,900 | 2,968,330 | 791,455 | 791,455 | 1,008,870 |
| TOTAL REVENUE ALL FUNDS | \$ 25,297,158 | \$ 31,053,076 | \$ 71,043,425 | \$ 30,373,689 | \$ 30,373,689 | \$ 53,288,192 |