City of Opa-locka, Florida
Proposed Budget

Fiscal Year 2016-2017

City of Opa-locka, Florida

City of Opa-locka, Florida

FISCAL YEAR 2016-2017 (DRAFT)

Joseph Kelley
Vice Mayor

Myra Taylor
Mayor

Timothy Holmes
Commissioner

John Riley
Commissioner

Matthew Pigatt
Commissioner

Yvette J. Harrell
City Manager

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City Clerk

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City Attorney

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Finance Director/Budget Administrator

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Office of the City Manager

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December 16, 2016

Honorable Mayor and Members of the City Commission:

After several attempts and countless efforts, I am pleased to present to you the Budget for the City of Opa-locka, which encompasses the budgets for all City departments and City fund accounts for Fiscal Year 2016-2017. In light of the financial emergency that the City is currently experiencing, this budget seeks to begin to correct previous budgeting and planning errors and implement modifications that will assist the City in moving forward in recovery. This summary will detail several of the changes that I am recommending in order to shore up areas that have previously been neglected. Some of the adjustments that I am recommending will not be employed without some discomfort being experienced, but they are necessary to help the City begin to efficiently recover from its financial crisis. This Budget is the product of the commitment and dedication of the City Staff and City Administration. In spite of the fact that the City has not had the benefit of an audit in over two years, the information contained herein is a reflection of the best efforts of the City's Administration and Staff based on the current information that is available.

This budget has been tasked with the burden of providing funding for various line items that were previously either grossly under-budgeted or those that were funded out of incorrect funding sources. In previous years, as well as this past FY 2015-2016, the City's actual general fund expenses exceeded its general fund revenue, which then required the use of other funds (at times with uncertain authority) in order to maintain the circumstances of the City. Due to several years of this practice, in addition to other the activities, the City's financial condition has continued to worsen. Several policy recommendations of this office are aimed to correct some of the previous actions of the City and its administration.

As a result of the City being in a financial emergency, by way of Executive Order, the City is under Financial Oversight and there has been a Financial Oversight Board (the "Board") empaneled to oversee the financial operations of the City. This Budget was created with the guidance of the Board; in addition to the efforts of Staff and other members of the community. Further, members of the Commission and the public were also able to provide their comments concerning the contents of the budget during the budget hearing and workshop process.

The City's estimated taxable gross value is $751,530,607.00, which is an increase of $60,411,883.00 over Fiscal Year 2015. This increase represents an 8% improvement. There are other factors that contributed to a showing of an increase in the General Fund Revenue amount for FY 2016-2017. Among those factors is that the City included in its revenue for this year the carryover from the previous year, which had not previously been recorded in that manner in past budgets. Other factors that contribute to the modest increase in our revenue include, the projected benefit of the City's heightened efforts to ensure that each of its business owners are duly registered and licensed to operate and

City's active pursuit of the timely payment of all debts owed. These efforts were instrumental in the realization of unbudgeted revenue within the past FY and are being projected to have a similar or better impact in this Fiscal Year.

There are several factors that are key to the financial recovery for this City, among them are the rebuilding and improvement of the City's infrastructure, renewed focus on economic development and the professionalization and revision of City Administration and Staff. A Five-Year Plan is being developed to address the debts of the City and to provide a prescription for the maintenance of fiscally responsible practices that will allow the City to continue to operate within its established budgets. Within that plan, as is evidenced within this budget, there will be adjustments made to spending practices and to the use of revenues. In order for the City of Opa-locka to recover from this financial emergency, severe, sometimes drastic measures must be adopted, but there are brighter days ahead for the City once there is a focus on the elimination of wasteful spending and fiscally harmful practices.

CAPITAL IMPROVEMENT PROJECTS

CITY-WIDE INFRASTRUCTURE

The City's infrastructure, including its roads and its water and sewer systems, are for the most part in disrepair. Because of the way the City is situated, with any rain of substance, there is substantial flooding. This consistent flooding over time has caused damage to the roads of the City, resulting in problems from potholes to large sections of deteriorated roadway surface, which often cause some roads to become impassable. This situation exists all over the City and was being addressed previously (at least initially) by a $40M State Revolving Loan (the "Loan") that the City was awarded by the State of Florida in 2015. This Loan was purposed to help the City to rebuild its aging (and often compromised) water and sewer systems and tangentially its related roads.

The City's current water and sewer infrastructure, including the efficiency of its water meters, present cause for great concern. Many of the water meters all over the City are in disrepair and several are in need of relocation to allow for ease of more accurate meter reads. To specifically address the water meter concerns, the City has engaged a vendor to conduct an analysis of its water meters and to advise of the cost associated with any necessary repair and replacements. The cost for this analysis has been included in the Budget. The analysis is expected to be completed by the end of the first quarter of the coming calendar year (2017). The City intends to utilize funds from the enterprise fund, as necessary, to purchase the needed equipment.

The City has acknowledged the existence of the aging system, its infiltration and inflow challenges as well as its drainage concerns and in response applied for a $40M State Revolving Loan. These matters were to be methodically addressed using the funds of the Loan, but the procedures for the use of the funds proved challenging. Procedurally, in order to utilize the funds of the loan, the City must first allocate the monies out of the City's accounts and then apply for reimbursement with proof that the vendor has been paid. At its maximum, the reimbursement timing was averaging two to three months. Unfortunately, as the City's finances began to deplete, the funds available for allocation were also depleted. As a result of these circumstances, the City became unable to use its operating funds for payments to contractors who were working on the City's infrastructure and other projects. Eventually this led to the contractors' demobilization, which left the City's infrastructure and its road incomplete and unrepaired.

There were other challenges with utilizing funds from the Loan as well, which led to the availability of the Loan funds being suspended. Specifically, because of the City's failure to pay vendors timely (due in part because of the City's financial condition and in part because of the reimbursement timing), its failure to meet project deadlines and to provide proper documentation and the failure of contractors to meet the requirements of the State, the Loan's funds were suspended pending the correction of the deficiencies and the results of the State audit that was performed during the latter portion of Fiscal Year 2016.

In response to the suspension of State funds, the City has been working to provide the necessary documentation to State officials and it is working with vendors to make sure that they comply with the State's regulations as well. With respect to the funding of these projects, it is the recommendation of this office that the City utilize its water and sewer reserve account which currently has a balance of $1.2 Million as a revolving account for its capital improvement projects. This recommendation appears as a change in the Budget as presented.

CAIRO LANE

There is an area that was specifically identified within the application for the Loan, which is situated in the City's business district and known as "Cairo Lane." Over the past few years, property owners on Cairo Lane took it upon themselves to create "roads" for the passage of vehicles, since there were no paved roads in the area. As a result, some areas of Cairo Lane have gravel, others have some sort of asphalt, and others simply have packed dirt for the travel ways. The current condition of the grossly uneven and unpaved roads creates a continued burden for the business owners and travelers along those roads. To add to the challenges, Cairo Lane also does not have a drainage or sewer system. There have been several failed attempts at providing temporary remedies pending the finalization of the infrastructure installation, but none have proved fruitful or long-lasting. Until there is a drainage system installed, the roadways will continue to suffer under the weather conditions and the weight of the industrial vehicles continuously passing through the area.

There are additional matters related to Cairo Lane, including the need of the City to acquire the right to use certain areas in order to address the infrastructure concerns. Obtaining the rights of use has proved challenging, but the City has been steadily working towards that end. This Budget provides for the payment of the acquisitions, which is projected to be no more than $45,000 total.

ECONOMIC DEVELOPMENT

The City is situated in an area that is prime for economic development. Located in close proximity to several heavily traveled thoroughfares, including State Road 9, Interstate 95, 27th Avenue and others, approximately 150 – 200K people travel through the City daily. Of course, the major challenge to development wide-spread within the City (there have been several serious inquiries for such) has been the currently poor conditions of our infrastructure. The condition of the roadways and the lack of drainage present areas of concern for potential developers whose business operations would depend on the accessibility of their facilities to their customers. It is also with this understanding that the City

sought after and was approved for the Loan. As the City's infrastructure issues are addressed, we will be in a position to actively solicit developers for projects, including residential, commercial and mixed use development.

As mentioned before, Cairo Lane is listed as one of the first projects for the City's infrastructure improvements, with several other equally-important locations to follow. With the use of the funds from the Loan, along with the use of the enterprise reserve, the City should be able to address its infrastructure needs and develop into a City with a thriving economy and an improved tax revenue base. The more solid our infrastructure becomes, the easier it will be for the City to attract new and expanding businesses. It is my intention to work to have all of the City's funding sources restored and available for use within the first two quarters of this coming calendar year (2017).

TOWN CENTER ONE

Town Center One ("City Hall") is another factor that can assist in the strengthening of the City's economic development strategy. Under the terms of the financing agreement, the City is allotted the use of forty percent (40%) of the building and is required to lease the remaining sixty percent (60%) at market rate. As of today, City Hall is at less than sixty-percent (60%) of the tenant occupancy. Once at full occupancy, however, the rental amounts received should be able to cover most, if not all, of the expenses associated with the building, including the payments due under the financing covenants and all other associated expenses. It should be noted that there is some uncertainty regarding the amount that full occupancy of City Hall would yield because when the purchase was finalized, the market rate that was used to determine the sufficiency of the rental amounts was $17.00/sq. ft. A recent rental analysis, however, showed a market rate closer to $14.00/sq. ft. Nevertheless, the City is preparing a Request for Proposals to enlist the assistance of a listing agent to help secure the full occupancy of the building. In light of the recent publicity regarding the City, however, securing an agent and tenants has proven challenging.

COMMUNITY REDEVELOPMENT AGENCY

The City's Community Redevelopment Agency (CRA) is currently in a non-active phase in large part due to its current funding balance of $27,096. The funds provided have not yet been sufficient to substantially work towards any redevelopment or improvements. This Fiscal Year, however, it is anticipated that the CRA should receive the funding necessary to begin to address some aesthetic measures within the City, such as façade improvements of certain buildings and the installation of landscape in various areas. Additionally, the CRA Board has planned to once again become active in working towards identifying properties that will meet the criteria for improvements. Within the next Fiscal Year, in addition to the aesthetic improvements, several properties will be identified and a schedule for more substantial improvements will be developed.

It should be noted that within the three years of the CRA's existence, the CRA borrowed $500,000 from the Water and Sewer Operating Fund for its operations. In Fiscal Year 2016, the CRA received $27,096 in TIFF funds from Miami-Dade County. The City was required to match those funds in the amount of $54,192, but it failed to do so. This Fiscal Year, the CRA is expected to receive approximately $70,000

from the County and the City is required to match those funds in the amount of approximately $140,000. This Budget includes a payment of the amounts owed to the CRA from the City for FY 16amd the amount projected to be owed this FY, totaling approximately $190,000. This FY, the expenses of the operations of the CRA will include personnel costs for City employees working on any CRA-related projects. This expense cannot exceed twenty percent (20%) of the City's matching portion or $38,000. In FY 16, the CRA expenses totaled $65,000. This year that amount is estimated to increase to $85,000, which will include the above-mentioned personnel expenses, a required audit and the cost of other contracted services to assist with grant acquisition.

ANNEXATION

There has been an annexation effort underway for several years now. The City assisted the Coco Annexation Area Group ("Coco Group") with information and some guidance with its initial procedural efforts for the annexation. The City is in the position that if the unincorporated area south of the City is annexed, it will mean a greater tax base, which results in higher ad valorem amounts for the City; the expansion will also necessitate the election of additional officials within the governing body. This expansion would allow for the opportunity for even more development within the area and would, of course, require the hiring of additional personnel to meet the needs of the expanded City.

If Opa-locka were to annex to 79th Street, for example, the population increase would exceed fifty thousand (50K), which is the threshold number of residents required in order for a city to become an Entitlement City. Entitlement Cities are eligible to pursue funding from the Federal Government. Annexation would be beneficial for the City because it will allow the City to have a broader electorate, and the most direct method of expanding the tax base and fortifying the financial integrity of the City.

REVENUE INCREASE, INFUSION AND RETENTION

As previously mentioned, this Fiscal Year, the City will experience a modest increase in the ad valorem tax amounts received. A portion of this increase is attributed to the incorporation of several properties on the tax rolls with corrected exemption status. Through an analysis conducted by Staff and a City consultant, several properties were identified during Fiscal Year 2015-2016 which appeared to depict inaccurate tax exemptions. The concerns were presented to the Miami-Dade County Property Appraiser's Office, which upon review has confirmed the appropriate status of the properties and has verified the information on the City's tax rolls.

The City has several assets at its disposal that can be employed to help alleviate some of its budgeting challenges. For example, Sherbondy Village has ample office space that the City could be leased in order to generate revenue for the City. Additionally, there are other locations within the City, such as Historic City Hall, that could be utilized for various events and activities for the generation of additional revenue. The renovation of Historic City Hall has been initiated however, as with other funding sources, the grants awarded for this project required an additional capital outlay from the City; the City's financial condition made the efforts nearly impossible and renovations were suspended. The use of funds from the Water

and Sewer reserve account as recommended, however, should help alleviate the burden on the City and allow for the completion of the renovation project.

These possibilities have not been greatly explored in recent history, but the potential for the increase of revenue is worth exploring. It is my recommendation that the City actively pursue the utilization of its real property resources to increase its revenue base for this Fiscal Year and plan accordingly to continue to receive the benefits therefrom.

Another potential resource increasing activity that this Budget contemplates is the increase of the collection of invoiced amounts. It has been estimated that the City collects less than sixty percent (60%) of its invoice amounts for it utility services. Although this estimation includes uncollectable accounts, and is therefore likely to be understated, it is acknowledged that the City has been deficient in its collection activities. To address this issue in the immediate future, there have been procedures implemented within the City's finance department that serve to capture more of the invoiced amounts. The City's collection goal for this Fiscal Year is ninety percent (90%) or better.

In order to reduce the City's expenditures, the City implemented a reduction of employee work hours from 40 hours to 32 hours per week, reduced its workforce, eliminated positions, etc. For many of the City's employees, this reduction in salary of twenty percent proved to be a great burden and left many employees unable to meet their personal obligations. The reduction of the employee's working hours led to an obvious reduction in service and in the efficiency of the operations of the City. I strongly recommend the return of all employees to their 40 hours immediately. The budget as submitted contemplates the return to 40 hours, however, it remains necessary to effectuate a City-wide reduction of all salaries to decrease payroll expenses. The budget as submitted, contemplates the following:

- Reduction of 2% for those earning up to $50,000
- Reduction of 5% for those earning from 50,001 to $70,000
- Reduction of 10% for those earning $70,001 and higher

Although not ideal, these reductions will serve to allow for the reduction of the City's salary expenses and will simultaneously restore most of the compensation for the City's least paid employees. These reductions will allow for a savings of $438,438 this Fiscal Year.

In conjunction with the reduction of salaries, the City is actively working with the Collective Bargaining Units (PBA and AFSCME) to suspend various terms of the agreements which impact salary-related expenses. For example, the City has requested from the PBA, a suspension of all current practices that are not directly related to work performed, such as step increases and clothing allowances. The savings from the suspension of these "perks" are estimated to decrease the salary expenses by $180,000.

DEBT REPAYMENT AND REVENUE INFUSION POSSIBILITIES

Over the past several years, the City has amassed a substantial amount of debt without any viable plan for repayment. To date, it is believed that the City owes more than $10M to various entities, including the State of Florida, Miami-Dade County (the "County), and various vendors. The previous Fiscal Year's budget (FY 15-16) did not capture nor contemplate the repayment of *any* of the debt owed to the debtors above. This oversight greatly burdened the general fund revenues as budgeted and ultimately led to the City being forced to implement various measures to continue to operate. To be certain, the funds needed

to repay the debts owed will not be available in their entirety during this Fiscal Year and will require a payment schedule in order to fully satisfy.

As there was no amendment to the prior year's budget to include the repayment of these obligations, this budget includes the initial stages of replenishment of various funds, including reserve accounts and restricted accounts that have been each grossly underfunded or substantially depleted, such as the customer deposit account which is estimated to be owed over $1M. Although Staff is still in the process of researching prior years to determine the exact amounts owed to these funds, the current Budget includes an effort to begin to repay at least some amount to the greatest extent possible.

As an accompaniment to the Fiscal Year 2016-2017 budget, a Five-Year Recovery Plan (the "Plan) will be submitted. This Plan will provide a projected repayment of the debt currently owed to the City using a graduated scale beginning in this Fiscal Year. The Plan will detail each of the debtors owed and the funds owed to each and will provide the repayment plan for each within the time required. It should be noted that the City will likely require each of the five years of the Plan (if not more) to achieve the completion of all payments.

To address our financial emergency, the Mayor, the City Attorney, the Finance Director and I, met with the Deputy Mayor Marquez along with various members of Miami-Dade County Staff and a representative for the Financial Oversight Board in the latter portion of the prior Fiscal Year to discuss the amounts owed to the County. Amounts owed include payments for water and sewer consumption and use, DERM, CITT, etc. In said discussions, the City asked the Deputy Mayor for a repayment plan of the existing debt, over a term of several years and for a loan to assist the City in its financial recovery. Included in the conversation was a proposal for Miami-Dade County to begin managing particular operations of the City's Water and Sewer Department. There has been no formal agreement established regarding this proposal, however a Memorandum of Understanding is scheduled to be presented to the City for review in early 2017. The estimated timing of the operational change is scheduled for June 2017; this timing is contingent upon the outcome of the analysis conducted on the City's water meter system. The City will actively pursue this operational change in order to address the needs and concerns of our residents and property owners concerning the current operations of the City's Water and Sewer department.

Subsequent to the meeting, the City provided the Deputy Mayor with information regarding the projected costs of "professionalizing" the City's finance department as a beginning point of the City's financial recovery. The estimated cost associated with this effort ranged from $300,000 to $500,000 (rounded). The City is awaiting a response from the County to its request, however, the finalization of an approved budget and the financial information related thereto are both essential to the County being able to substantiate the City's ability to repay its debt obligations.

I have also considered other opportunities for revenue infusion, including the possibility of a sale-leaseback agreement that will enable the City to sell its real property assets and then lease them back for continued operations. The agreement will be contemplated to allow the City to repurchase those assets within a certain amount of time and receive the first rights of refusal, if at any time the purchaser should choose to sell any of the properties. I strongly recommend that the City pursue this type of capital infusion opportunity. Such an endeavor would assist the City substantially in its recovery and will also allow the City to avoid incurring additional debt within that process.

Aside from loans and the sale of assets, the City is also looking into other possible sources of revenue generation and the infusion of capital. The Manager's office will sponsor a workshop within the first sixty (60) days of this coming calendar year to solicit ideas from officials and residents alike on ideas concerning potential capital infusion sources for the City.

CITY STAFF AND ADMINISTRATION

One of the primary challenges of the City has been that the position of the City Manager has experienced substantial turnover in its most recent history. Within the past two (2) years, the City has had five (5) City Managers. With such a vast amount of turnover, it is difficult to build and maintain a continuity of effort. Moreover such turnover does not provide the employees or the residents with a level of confidence that is needed within a City's administration simply because excessive turnover leads to inconsistent policies and procedures. Although the presence of the State Oversight Board has led to the ease of some concerns, it is imperative that a level of continuity be established within the City Manager's position in order to provide for an environment conducive for the establishment of trust in that office among the employees and residents alike.

In addition to administrative instability, the City currently employees 144 individuals, many of whom are incorrectly positioned. The City is in need of a complete review of personnel so that the correct individuals are matched with the appropriate positions. Additionally, the City needs to be sure to implement changes that will allow for the recruitment and retention of the most efficient and effective workforce to meet the needs of the City.

Several departments within the City, including the Manager's Office, Finance and Human Resources are in need of additional staffing in order to ensure the efficient operations of the City. There are positions within these departments specifically that are currently being advertised, including for an Assistant City Manager and a Finance Director. These administrative positions are essential to the functions of the City and have been accounted for in the budget as presented.

Unfortunately, in order to recruit and reposition for the appropriate positions, this process will likely result in the separation of some employees from the City. The budget as presented does not contemplate a reduction of the work force in any substantial manner. It is intended that the positions that may be vacated as a result of the changes made to staff will be filled using various procedures, including local advertisements and a City-wide career fair that is planned for the first quarter of the new calendar year.

In addition to the staffing corrections, it is imperative that the City begin to actively encourage its employees to participate in education and training so that we may ensure the use of best practices across departments. This education will include safety classes, technical classes and courses on ethics. Because of the City's current financial condition, the Human Resources department has been tasked with identifying and implementing these trainings and courses using no-cost or very low-cost sources, including the Florida League of Cities, which has previously served as a helpful source of educational trainings at no cost.

It goes without saying that the current state of affairs within the City has led to a tremendous decrease in employee morale. The furlough days coupled with the wide-spread uncertainty of the City's future have made for an environment of discomfort for the employees. This Fiscal Year, the City will implement an employee recognition program which will highlight the employees chosen on the City's website and will allow for the award of a nominal token of recognition. This expense of this recognition program is nominal ($2500) and has been included within the budget of Human Resources.

It has been with tremendous effort that this budget has been prepared. There has been an unwavering commitment to this effort by City Staff and Administration. As depicted within this budget, the recovery of the City will require the efforts of all City officials, administration and staff. Although we recognize the tedious road ahead, we are dedicating and focusing all of our efforts on the recovery of the City. Further, it is the commitment of this office that we will seek and implement whatever measures that are necessary to further the City's plan of sustainable recovery from this financial crisis. With the implementation of conservative spending practices, the efficient use of the available resources and the optimization of all revenue increasing activities, the City will recover from its current financial condition.

Realizing that this Budget does not reflect the ideal situation as various personnel, activities and functions have had to be impacted in order to bring the budget to balance. I am hopeful that the Mayor and Commission will carefully consider its contents and understand all difficult changes as essential elements for recovery. This process will not be simple nor painless, yet it is very necessary. With each coming year, as long as the City continues to remain faithful to the ultimate objective of quality service delivered as efficiently as possible, we will once again experience a stable and thriving City.

The Financial Oversight Board representatives have committed to continuing to work with the City to assist with its needs. Additionally, there are several representatives of Miami-Dade County and members of the community at-large who continue to expend a tremendous amount of hands-on effort to aid in the recovery of the City. These sources, along with the consistent efforts of the City's Administration and Staff, should result in the City's stabilization and emergence from this financial emergency. I look forward to continuing to work with each member of the elected body to move this City from Great to Grand.

ORGANIZATIONAL CHART

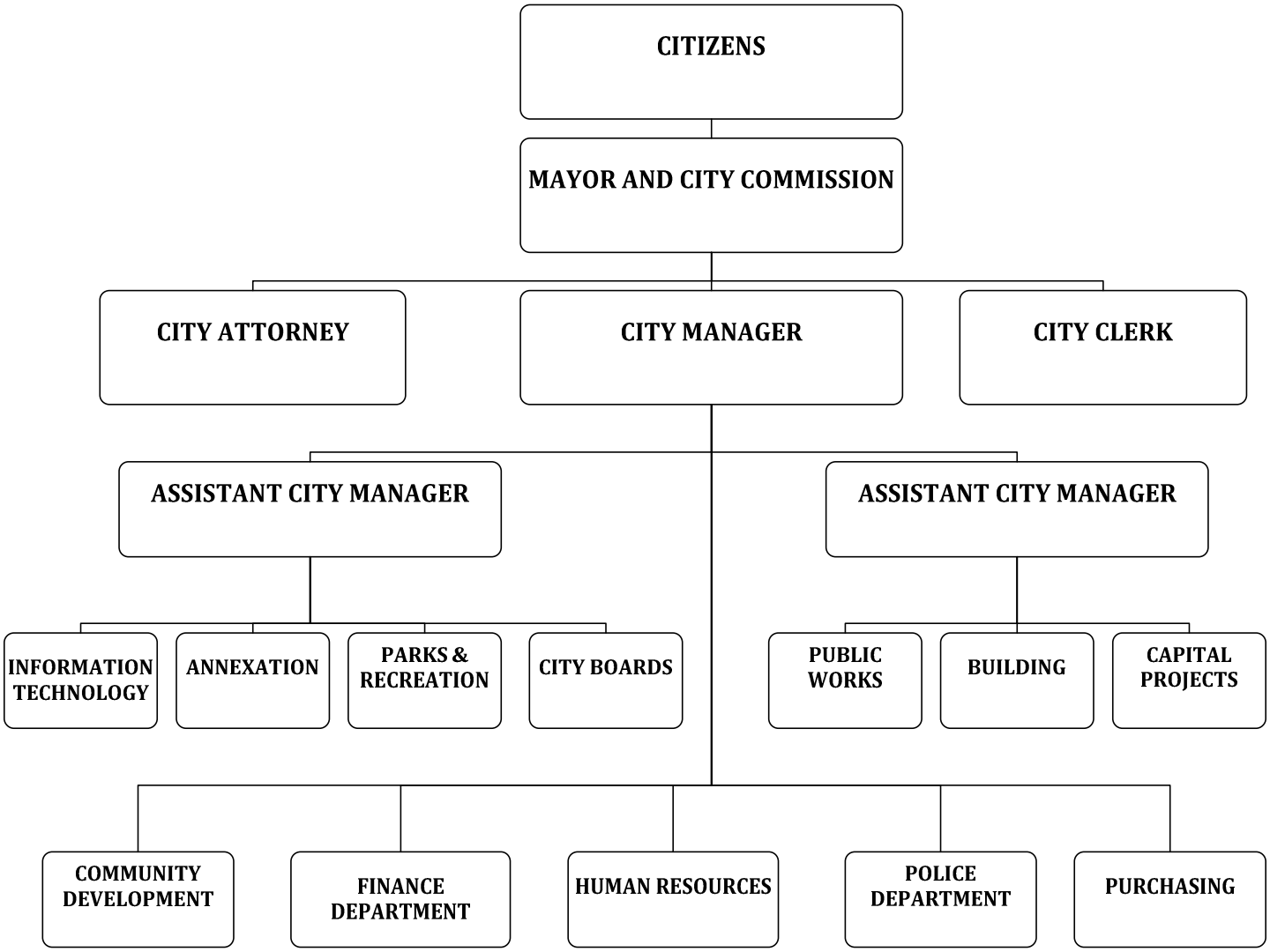

Table of Contents

Page No.		****PAGES TO BE UPDATED*****	
3		Budget Message	
12		Table of Organization	
15		Community Profile	
17		Miscellaneous Statistics	
19		Budget Development Process	
21		Financial Policies	
25		Fund Descriptions	
30		Fund Balance	
32		Executive Summary	
32		General Government Revenue Estimates	
41		General Government Expenditure Estimates	
46		Non-General Government Budget Summary	
58		City Commission	
62		Office of the City Manager	
72		Office of the City Clerk	
76		Office of the City Attorney	
80		Human Resources	
86		Finance	
94		Information Technology (IT)	
100		Community Development	
108		Building & Licenses	
100		Parks and Recreation	
105		Police	
136		Code Enforcement	
125		Community Redevelopment Agency (CRA)	
129		Public Works – Admin/ Bldg Maintenance/Roads & Streets/Vehicle Maintenance	
146		Public Utilities – Solid Waste	
149		Public Utilities – Water and Sewer	
155		Public Utilities – Storm water	
157		Capital Projects	
162		Glossary	
168		Acronyms	
182		Budget Ordinances	

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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.

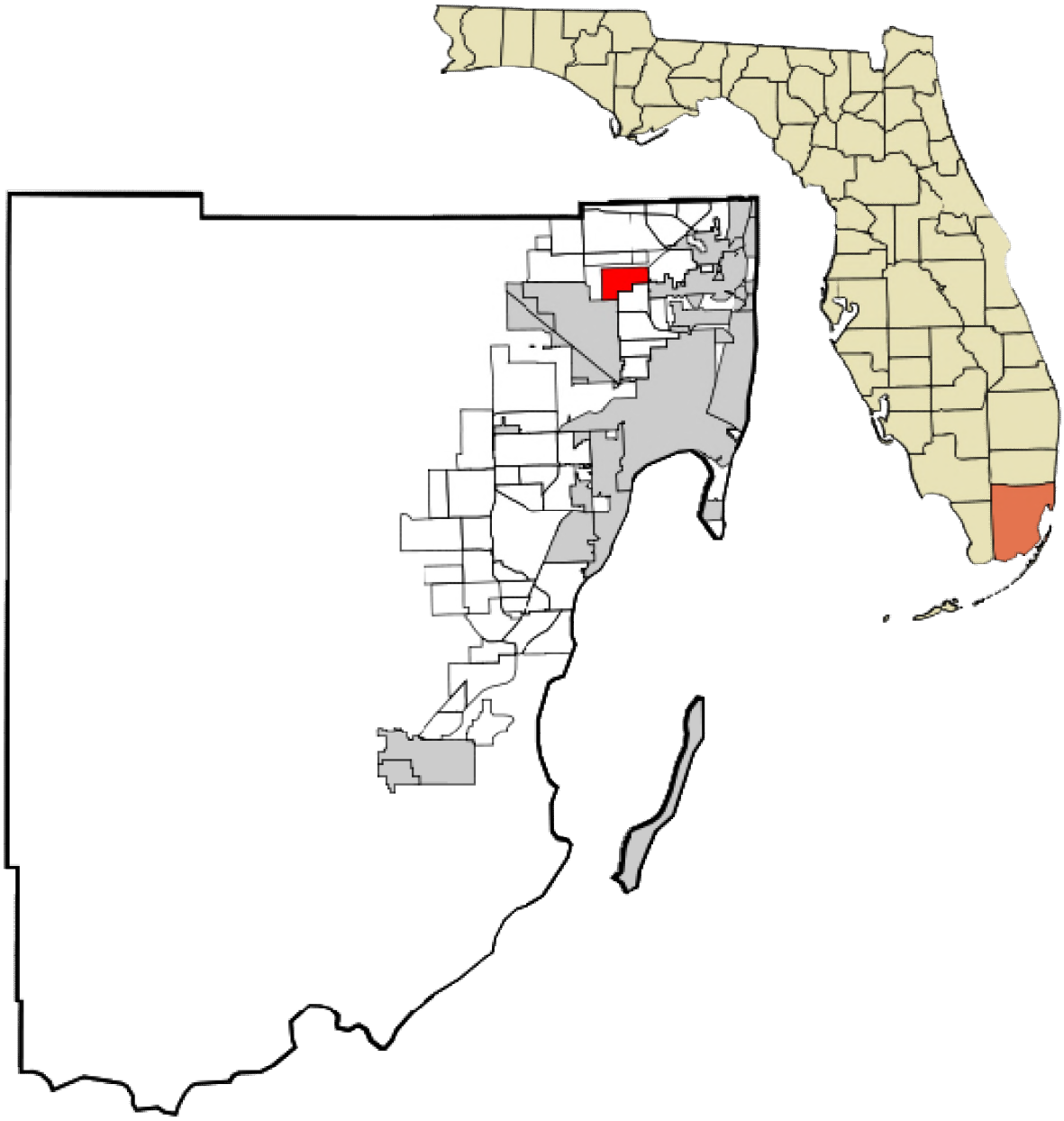
A commission-manager form of government governs the City. The City Commission is comprised of five members; the mayor, vice-mayor, and three commissioners. The City manager, City attorney, and City clerk are appointed by the commission. Collectively, the appointed officials are responsible for all administrative 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 155 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-lockaAirport, 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

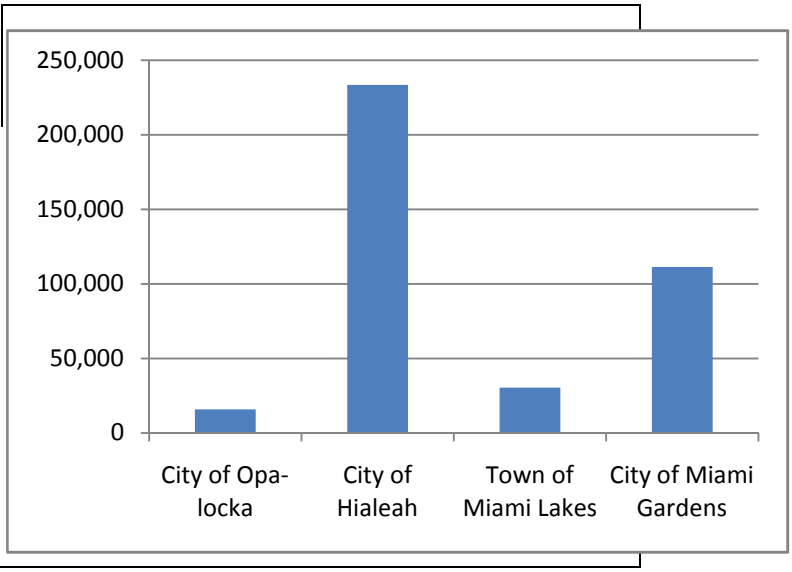
Year of incorporation: 1926

City Hall address: 780 Fisherman Street
Opa-locka, FL33054

Form of government: Commission/Manager

Demographic Information:
(Source:http://quickfacts.census.gov)

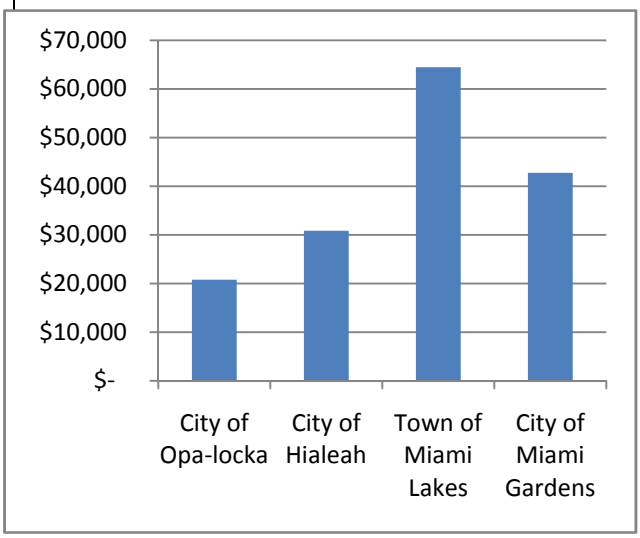
Population, 2013 Estimate	
City of Opa-locka	15,967
City of Hialeah	233,394
Town of Miami Lakes	30,571
City of Miami Gardens	111,378



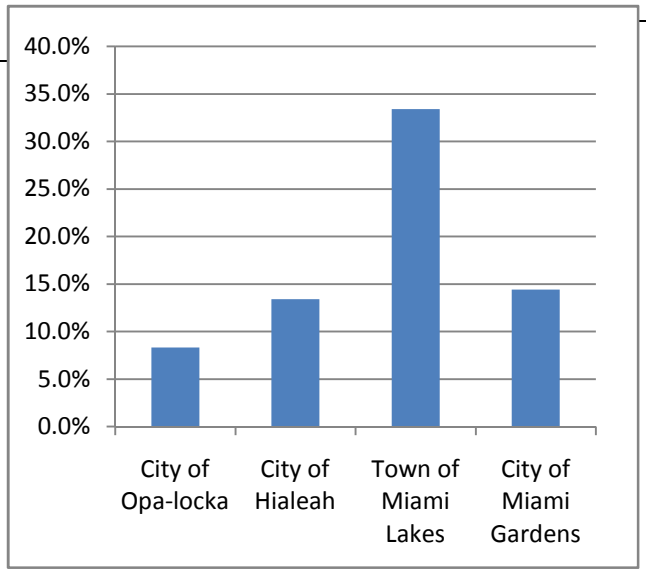
Race% (2010)	City of Opa-locka	City of Hialeah	Town of Miami Lakes	City of Miami Gardens
White (a)	27.7%	92.6%	91.7%	18.3%
Black (a)	65.8%	2.7%	3.3%	76.3%
Hispanic (b)	35.3%	94.7%	81.1%	22.0%
American Indian & Alaskan Native (a)	0.2%	0.1%	0.1%	0.2%
Asian (a)	0.2%	0.4%	1.5%	0.6%
Hawaiian or Other Pacific 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.

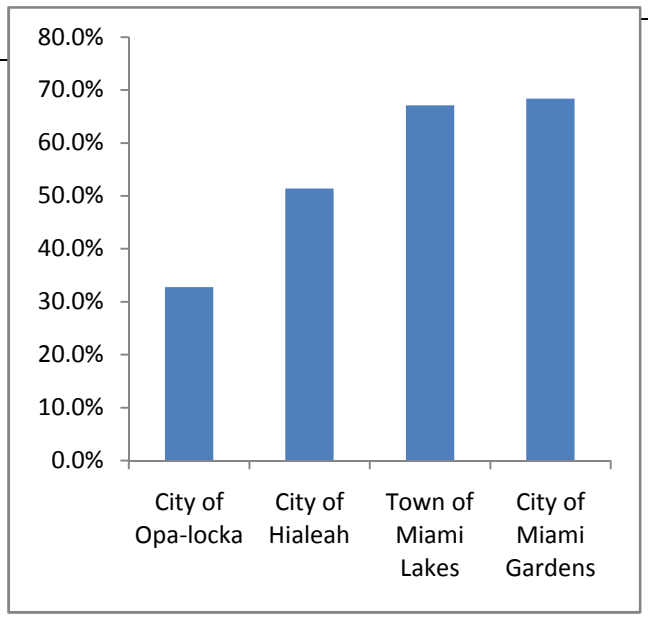
Median Household Income, 2008-2012	
City of Opa-locka	$20,757
City of Hialeah	$30,883
Town of Miami Lakes	$64,497
City of Miami Gardens	$42,742



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 cost. Every Commission meeting involves deliberation about what services the City should provide, at what level, and at what cost. The decisions made by the Commission throughout the year provide a general path for the budget deliberations to follow. City employees provide the 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.

Generally Accepted Accounting Principles (GAAP) are uniform minimum standards of and guidelines to financial accounting and reporting. GAAP establishes appropriate measurement and classification criteria for financial reporting. Adherence to GAAP provides a reasonable degree of comparability among the financial reports of state and local governmental units.

BUDGET PROCESS

The budget process is a formalized annual occurrence that requires the input and collaboration between the respective City departments, the City Manager, the City Commission, and citizens. In general, the budget development process and content requirements of the City's annual budget are stated in 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 CityCommission. 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 CityCommission

approves. AfterCity 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 balanced.

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 Form (DR 420) from the County's Property Appraiser which indicates the real and personal property values in the City of Opa-locka.

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 days after adoption of the budget.

15. The Certification of Compliance with "TRIM", a copy of the adopted millage rate ordinance(s), (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 2016-2017 BUDGET CALENDAR

Budget Preparation Manual Distribution and Orientation	JULY 11, 2016
Departmental Budget Requests Due	JULY 14, 2016
Compilation by Budget Administrator (including meetings with City Manager and Department Heads)	JULY 19, 2016 THROUGH AUGUST 23, 2016
Certification of Taxable Value Available	AUGUST 3, 2016
Submit Preliminary Proposed Budget to City Commission	AUGUST 23, 2016
Budget Workshop	AUGUST 24, 2016
Budget Workshop	SEPTEMBER 6, 2016
First Budget Hearing	SEPTEMBER 13, 2016
Second Budget Hearing	SEPTEMBER 27, 2016
Continued Second Budget Hearing	OCTOBER 3, 2016
Special Commission Meeting :Setting of Millage Rate	OCOTBER 3, 2016
Initial Budget Approval	OCTOBER 3, 2016
First Budget Hearing (2)	OCTOBER 27, 2016
First Budget Hearing (3)	NOVEMBER 22, 2016
Recessed First Budget hearing (3)	DECEMBER 7, 2016
Second Budget Hearing (2)	DECEMBER 9, 2016
Recessed Second Budget Hearing (2)	DECEMBER 19, 2016
Submission of Budget to Governors Office for Review	DECEMBER 20, 2016
Review Budget with Board	JANURARY 4 TO 5, 2016
Board Budget Meeting - Followup	JANURARY 19, 2016
FY 2016-2017 Begins	OCTOBER 1, 2016

Financial Policies

AMENDMENT PROCESS

After the budget has been adopted in December, 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 CityCommission. 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.

DEBT POLICY AND ADMINISTRATION

The debt policy is approved by the City Commission and implemented by the CityManager. Currently, there is no statutory or charter debt limitation, but debt is limited by the City's revenue. 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 the use of public capital stretches 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 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, 2016 is as follows:

LONG-TERM DEBT GOVERNMENTAL

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

(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 2015 Capital Improvement Revenue Note("2015 Note")– for $8,600,000, bearing interest at a rate from2.65% to 4.25% with a maturity date of July 1, 2025, and are payable by a lien on pledged revenues as defined by the terms of the Series 2015 Note agreement.

Total governmental long-term debt is $14,061,981

LONG-TERM DEBT ENTERPRISE

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 forty (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.

- State Revolving Loan Note Project No. WW800050 - for $2.375 million, bearing interest at a rate of 1.53%, due in forty (40) semi-annual payments of $71,143, from June 15, 2007 through December 15, 2026, including interest, secured by a lien on pledged revenues as defined by the State Revolving Fund loan agreement.

- State Revolving Loan Note Project No. WW130300 - for $512,000, bearing interest at a rate of 1.63%, due in 40 semi-annual payments of $15,644, from January 15, 2017 through June 15, 2036, including interest, secured by a lien on pledged revenues as defined by the State Revolving Fund loan agreement.

- State Revolving Loan Note Project No. WW130301 for $16.895 million, interest-free, due in forty (40) semi-annual payments of $430,845, from July 15, 2018 through June 15, 2032, including interest, secured by a lien on pledged 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 forty (40) semi-annual payments of $8,046, from October 15, 2016 through April 15, 2028, including interest, secured by a lien on pledge revenues as defined by the State Revolving Fund loan agreement.

- State Revolving Loan Note Project No. DW130331 for $2.801 million, bearing interest at a rate of 1.21%, due in forty (40) semi-annual payments of $79,075, from July 15, 2018 through January 15, 2038, including interest, secured by a lien on pledged revenues as defined by the State Revolving Fund loan agreement.

- State Revolving Loan Note Project No. SW130320 for $197,000, bearing interest at a rate of 1.63% due in forty (40) semi-annual payments of $6,011, from January 15, 2017 through July 15, 2036, including interest, secured by a lien on pledged revenues as defined by the State Revolving Fund loan agreement.

SUMMARY OF DEBT COVENANTS

Series 2011A and Series 2011B Capital Improvement Revenue Bonds for debt service is provided by a pledge of guaranteed state revenue sharing funds, and the half-cent sales tax. Reserves must be

maintained equal to the maximum bond service requirement. At September 30, 2016 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.

2015 Note Debt service is provided by a pledge of guaranteed FPL utility tax revenue, and state shared communications tax revenue. Reserves must be maintained equal to the maximum bond service requirement.

Pledged 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 semi-annual loan payments. As of September 30, 2016 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.

RESERVE POLICY

The reserve policy is approved by the City Commission and implemented by the CityManager. 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 year-end reserve.

The City shall also provide a reserve for uncompensated absences and other employee benefit liabilities. The City is required to budget sixty-five thousand dollars ($65,000) annually in the General Fund, 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.

On May 13, 2016, the City Mayor and Commission declared a financial state of emergency. This declaration prompted assistance from the Governor's office, and Miami-Dade County Water and Sewer department. The Oversight Board, tasked by the Governor's office, will be approving and denying decisions that have financial impact.

ACCOUNTING, AUDITING & FINANCIAL REPORTING POLICY

An independent audit in accordance with Government Auditing Standards Board (GASB) will be performed annually. Also, the City will produce financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by 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.The 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.

5 YEAR FINANCIAL RECOVERY AND STABILIZATION PLAN

This plan is currently in development and must be approved by the City Commission.

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

Permanent Fund – Accounts for resources that cannot be expended but must be held in perpetuity.

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.

Opa-locka Youth Academy (DJJ) fund – This fund was established to account of the activities of this intervention/prevention program committed to reducing juvenile crime and delinquency by changing criminal behavior.

Crime Prevention Special Revenue Fund – This fund is used to account for special State grants to the City to develop programs to prevent at risk youths from becoming involved in or returning to criminal activities.

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

Safe Neighborhood- 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.

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.

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

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.

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 than 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.

DEBT SERVICE FUND

The fund accounts for the repayment of the Series 2011A&B Capital Improvement revenue bonds and the Series 2015 A&B Capital Improvement Note. At October 1, 2016, the annual requirement to amortize the 2011 A&B and the 2015 A&B debts were as follows:

2011 A&B SERIES			
Fiscal Year	Principle	Interest	Total Debt Payment
2017	445,000	193,890	638,890
2018	510,000	177,679	687,679
2019	527,000	159,957	686,957
2020	545,000	141,635	686,635
2021	564,000	122,684	686,684
2022	583,000	103,086	686,086
2023	603,000	82,817	685,817
2024	624,000	61,832	685,832
2025	645,000	38,608	683,608
2026	670,000	13,032	683,032

2015 A&B NOTES			
Fiscal Year	Principle	Interest	Total Debt Payment
2017	226,169	297,044	523,213
2018	234,270	288,943	523,213
2019	242,675	280,538	523,213
2020	251,398	271,814	523,213
2021	260,451	262,761	523,213
2022	269,847	253,365	523,213
2023	279,600	243,613	523,213
2024	289,723	233,490	523,213
2025	300,231	222,982	523,213
2026 - 2040	5,991,613	1,769,378	7,760,990

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 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.

Safe Neighborhood Capital Improvement 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.

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

FUND BALANCE

The City's Reserve Policy requires the General Fund to reserve a minimum of five hundred thousand dollars ($500,000) annually. Three hundred thousand dollars ($300,000) shall be available for use, with City Commission approval, to fund unanticipated budget issues, emergencies/natural disasters which may arise or potential expenditure overruns which 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 year-end reserve.

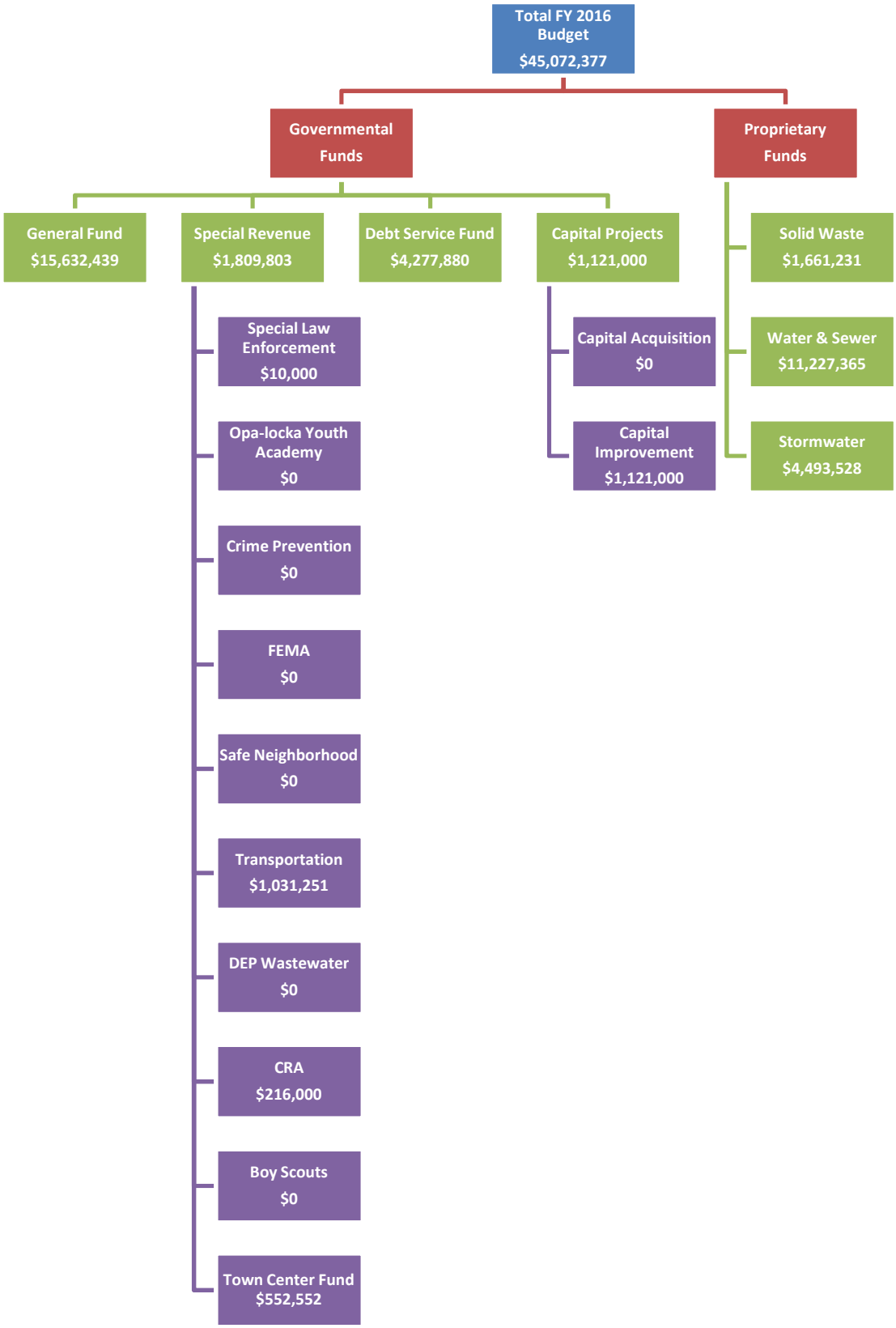
Section 166.241 of Florida Statutes requires budgets to be balanced, meaning total revenues must equal total estimated expenditures for each fund. Therefore, if anticipated revenues equal estimated expenses, it can be assumed that the beginning and ending balance will be the same.

A major indicator of a City's financial fiscal health is the reserve balance in 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 expenses, or of no less than one to two months of regular operating expenditures, for all general-purpose governments, regardless of size.

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

- A percentage of the Finance Department administration and the Public Works Department administration time that supports Enterprise Fund activities.
- The City Manager's 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 Information Technology director time will be allocated based a percentage of time that supports Enterprise Fund activities.
- The City Clerk's office based on the number of resolutions and ordinances developed pertaining to those funds.
- The Code Enforcement Division based on the number of citations written.

FY 2016-2017 BUDGET BY MAJOR AND NON-MAJOR FUND



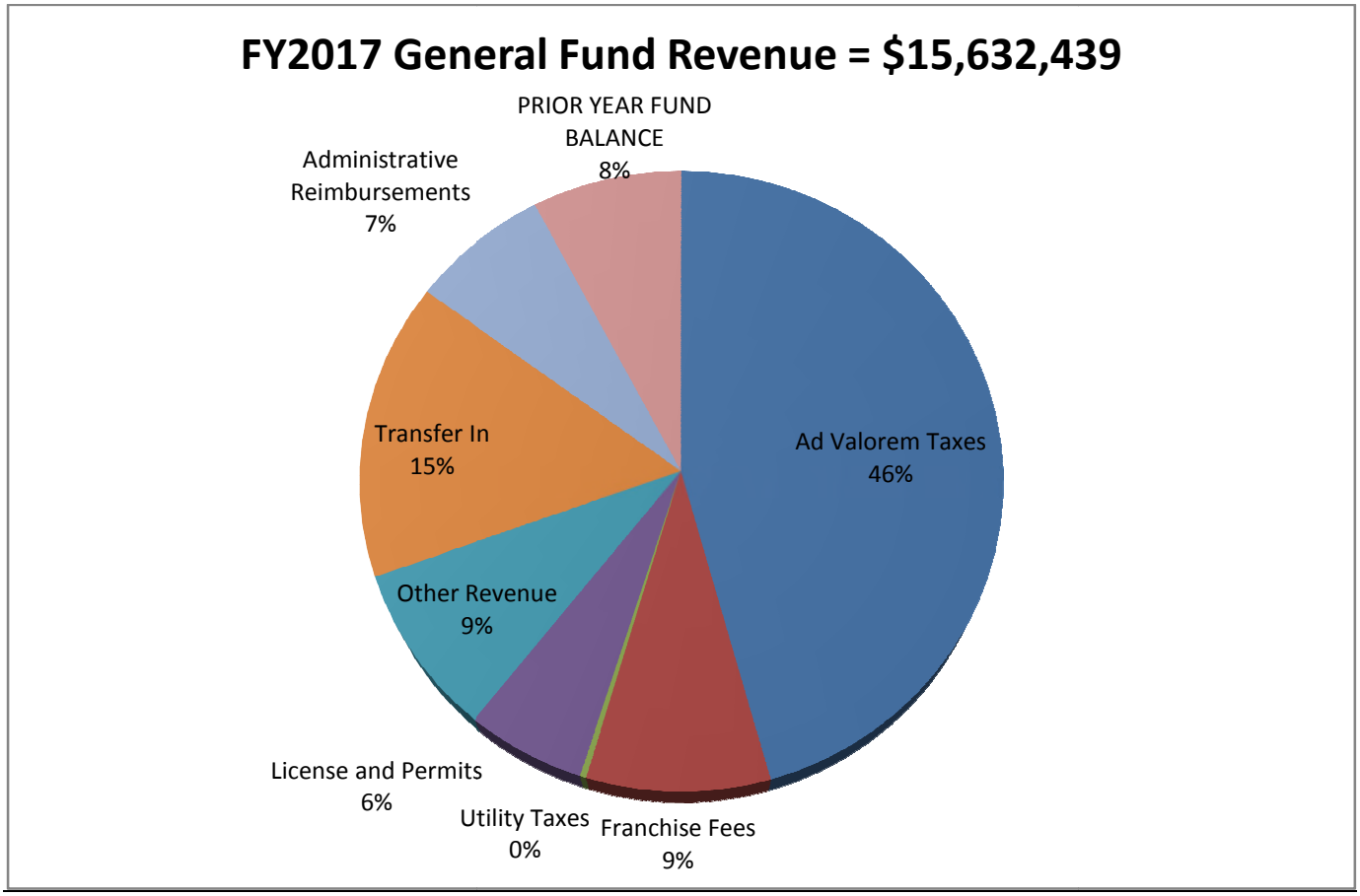
Executive Summary

In FY 2016-2017, we will see an increase in the City's property values of 8% as well as continued efforts towards completion of an aggressive capital projects construction. The City Agent of Record provided the City with an increased employee benefits at a reduced cost. These savings, along with a reduced personnel count, contribute to the reduced expenses in personnel. The FY 2016-2017 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 2017 Budget for all funds totals $42,072,377. This represents a decrease of $11,215,815 when compared with the FY 2015 Projected Budget of $53,288,192. The decrease is primarily due to the reduction in SRF loan funding for drainage and improvement projects.

GENERAL FUND REVENUE ESTIMATES

General Fund revenue estimates from all sources show increase of $472,979 or 3.12% when compared to the Projected FY 2016 budget of $15,159,460. The graph below depicts the major general fund categories. All other revenue categories are grouped together under "Other Revenues".FY 2017 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.

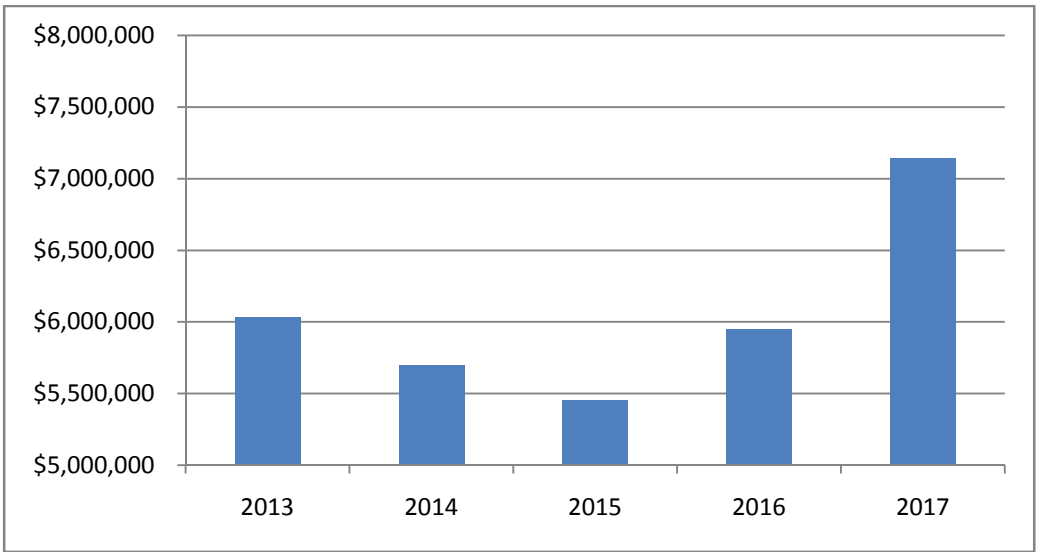
The City of Opa-locka FY 2017 taxable value for operating purposes is $751,550,306.This is a8.7% increase compared to the FY 2016 taxablevalue. This is the City's second significant increase in property taxes since the 2008 national recession.

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 Cityis8.2121.The FY 2017adopted millage rate is 10.000.This rate will bring in $1.19million more ad valorem tax dollars than 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:

Fiscal Year	Millage	Gross Taxable Value	Revenue
2013	9.1000	697,830,150	$6,032,745
2014	9.0890	659,709,852	$5,696,300
2015	8.5000	661,065,490	$5,450,485
2016	8.9000	691,118,724	$5,948,725
2017	10.0000	751,550,607	$7,139,541

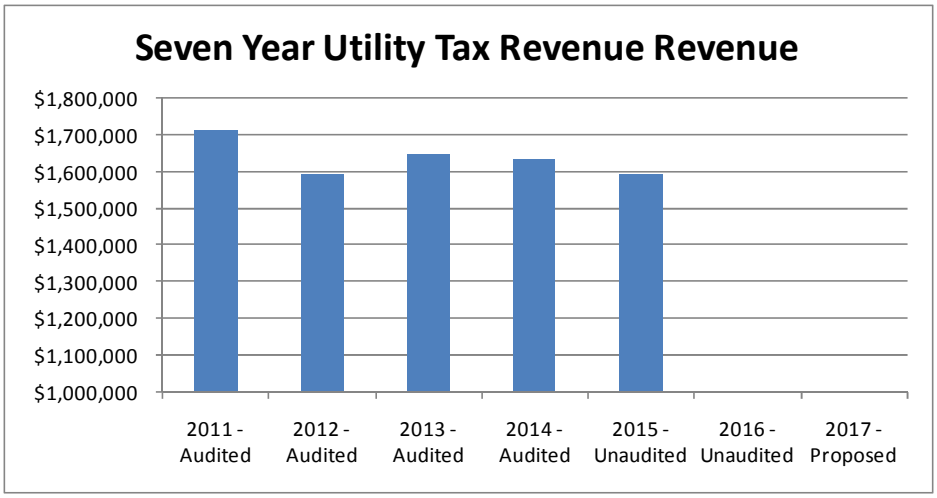
Below is a graph depicting the ad valorem tax revenue over the last five years:



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 $47,620 or 0.30% of the FY 2017 General Fund revenues. This is a decrease of 27.40% from last year's unaudited revenue. These revenues were pledged to fund the 2015 Capital Improvement 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.

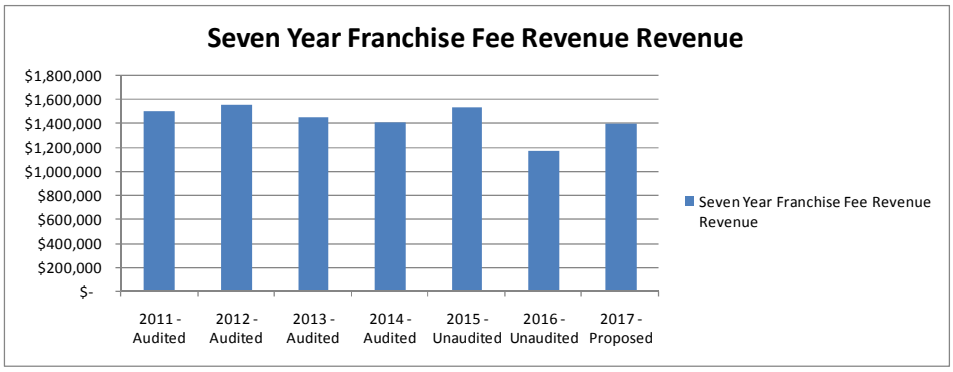
Seven Year Utility Tax Revenue		
YEAR	Revenue	
2011 - Audited	$	1,712,345
2012 - Audited	$	1,591,401
2013 - Audited	$	1,649,298
2014 - Audited	$	1,633,791
2015 - Unaudited	$	1,592,000
2016 - Unaudited	$	65,550
2017 - Proposed	$	47,621



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 $1,396,928 or 8.7% of total projected revenue and represents a 20% 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.

Seven Year Franchise Fee Revenue		
YEAR	Revenue	
2011 - Audited	$	1,499,292
2012 - Audited	$	1,550,892
2013 - Audited	$	1,446,218
2014 - Audited	$	1,399,951
2015 - Unaudited	$	1,526,685
2016 - Unaudited	$	1,160,952
2017 - Proposed	$	1,396,928



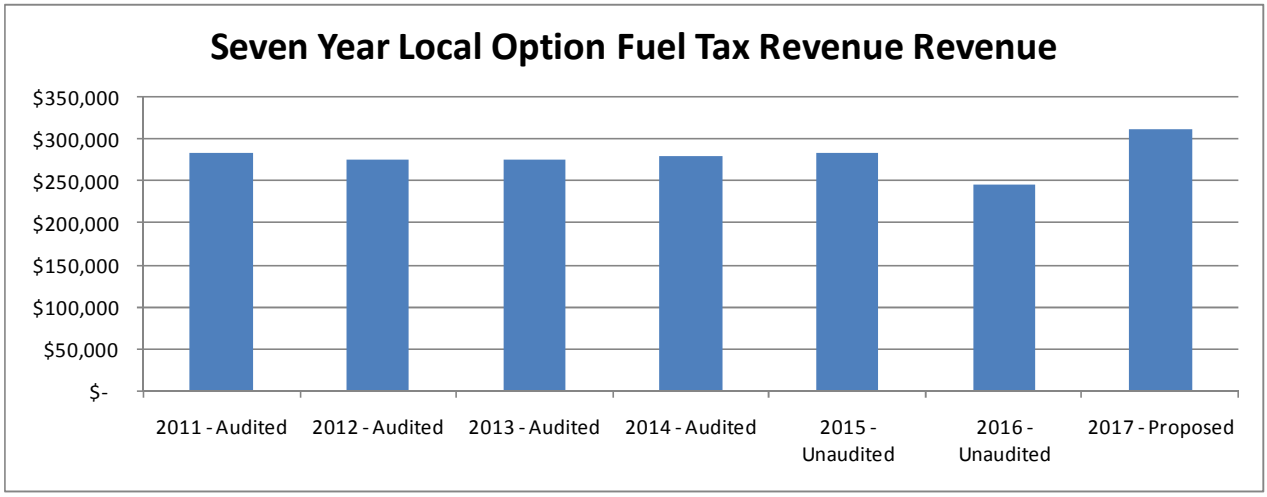
Local Option Fuel Taxes

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 must be used to fund transportation expenditures. The City estimates to receive $311,506 in FY 2017; 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.

Seven Year Local Option Fuel Tax Revenue		
YEAR	Revenue	
2011 - Audited	$	284,901
2012 - Audited	$	275,054
2013 - Audited	$	275,189
2014 - Audited	$	279,767
2015 - Unaudited	$	284,500
2016 - Unaudited	$	245,524
2017 - Proposed	$	311,506

Utility Tax Allocation

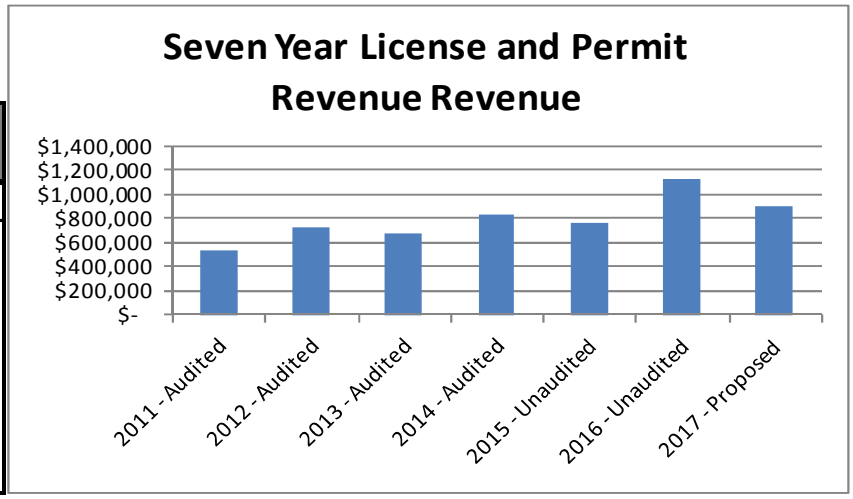
YEAR	GENERAL FUND	TRANSPORTATION	Total
2011	284,901.00	-	284,901.00
2012	275,054.00	-	275,054.00
2013	275,189.00	-	275,189.00
2014	279,767.00	-	279,767.00
2015	284,500.00	-	284,500.00
2016	-	245,524	245,524.00
2017	-	311,506	311,506.00



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 $909,423 or 5.7% of the FY 2017 general fund revenues and is 20% 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.

Seven Year License and Permit Revenue		
YEAR	Revenue	
2011 - Audited	$	541,636
2012 - Audited	$	739,872
2013 - Audited	$	683,509
2014 - Audited	$	838,239
2015 - Unaudited	$	776,210
2016 - Unaudited	$	1,145,822
2017 - Proposed	$	909,423



GENERAL FUND - OTHER REVENUE SOURCES

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 $14,227, less than 1% of the general fund budget for FY 2017.The County distributes school crossing guard revenues and county occupational license revenue. County Shared Revenue is estimated at $52,907, less than 1% of the general fund budget for FY 2017.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 $89,280 is anticipated to be received in FY 2017 or 0.60% of the total budget and 16% more than last year. Theincrease is primarily due to increase in off-duty estimates.

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 $987,511 is estimated to be received in FY 2017.This is 6.2% of the general fund revenues and is 38.1% less than last year. The decrease is due to lower expectation of Red Light Camera revenue in FY 2017.

Other Revenues

This category includes revenues such as public records request, copies, towing revenues, notary fees, etc.The FY 2017 estimate for this category is $165,079, 1.1% of the budget, and represents a 75.2% decrease from FY 2016 due to the sale of City owned surplus properties in FY 2016.

Other Financing Sources

Included in this category are transfers from the Capital Improvement Debt Service Fund. State shared revenues and sales tax 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 2015 Capital Improvement Note. After those payments are made, the residual funds are transferred by the Debt Service Fund to the General Fund. In FY 2017, $2,429,579 will be transferred. This is an increase of 6.2% from last year due to an increase in state revenues.

This category also includes reimbursements from the Enterprise Funds ($1,119,060) for expenditures incurred to the General Fund for providing 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 $3,553,639, 22.7% of revenue for FY 2017.This represents an increase of $484,585 or 20% from the FY 2016 adopted budget.

GENERAL FUND REVENUE SOURCE	2016 Unaudited	2017 Estimated	% Increase/ Decrease
AD VALOREM TAXES	5,963,325.00	7,139,541.00	19.72%
FRANCHISE FEES	1,160,952.00	1,396,928.00	20.33%
UTILITY TAXES	65,550.00	47,621.00	-27.35%
LOCAL OPTION GAS TAXES	-	-	n/a
LICENSES & PERMITS	1,145,822.00	909,423.00	-20.63%
STATE GRANTS	-	57,133.00	n/a
STATE SHARED REVENUE	14,685.00	14,227.00	-3.12%
OTHER SHARED REVENUE/COUNTY	58,249.00	52,906.00	-9.17%
CHARGES FOR SERVICES	84,388.00	98,281.00	16.46%
FINES & FORFEITURES	1,594,065.00	987,510.00	-38.05%
INTEREST	38.00	-	-100.00%
OTHER REVENUES	666,737.00	165,079.00	-75.24%
OTHER FINANCING SOURCES	2,219,725.00	3,553,639.00	60.09%
PRIOR YEAR FUND BALANCE	N/A	1,210,151.00	n/a
TOTAL REVENUE	$ 12,973,536	$ 15,632,439	20.49%

CITY OF OPA-LOCKA
GENERAL FUND REVENUE SUMMARY
FY 2016-2017

REVENUE SOURCE BY LINE ITEM		FY 2014 AUDITED	FY 2015 UNAUDITED	FY 2016 ADOPTED	FY 2016 UNAUDITED	FY 2017 PROPOSED
PRIOR YR.	GENERAL FUND OPERATING	N/A	N/A	N/A	N/A	987,035
PRIOR YR.	GENERAL FUND RESERVE	N/A	N/A	N/A	N/A	223,116
311100	AD VALOREM TAXES	$ 6,359,842	$ 5,450,485	$ 5,948,725	$ 5,963,325	$ 7,139,541
314100	UTILITY TAX - FPL*	1,116,247	1,100,000	-	-	-
314400	UTILITY TAX - CITY GAS	27,477	18,900	18,900	40,761	27,594
314500	STATE/FLA TELECOMM*	469,614	475,000	-	-	-
314900	UTILITY TAX - OTHER	20,453	18,000	18,000	24,789	20,027
T0TAL TAXES		**1,633,791**	**1,611,900**	**36,900**	**65,550**	**47,621**
312405	LOCAL OPTION GAS (5)**	200,554	202,840	-	-	-
312410	LOCAL OPTION GAS (3)**	79,213	78,370	-	-	-
TOTAL LOCAL OPTION GAS TAXES		**279,767**	**281,210**	**-**	**-**	**-**
313100	FRANCHISE FEE - FPL	1,059,654	1,185,000	1,200,000	1,084,186	1,054,133
313170	FRANCHISE FEE-WASTE(1)	285,393	300,000	360,000	49,632	300,000
313400	FRANCHISE FEE - CITY GAS*	22,100	28,000	28,000	-	15,865
313600	FRANCHISE FEE - BENCH	3,600	3,600	3,600	3,900	3,515
313700	FRANCHISE FEE - BFI	29,210	21,500	25,000	23,234	23,415
TOTAL FRANCHISE FEES		**1,399,957**	**1,538,100**	**1,616,600**	**1,160,952**	**1,396,928**
321050	OCCUP. LICENSES	232,340	355,000	340,000	212,772	253,369
321150	OCC LICENSE-FIELD	4,672	5,500	6,000	8,644	5,959
321200	OCC LICENSE-LATE PENALTY	10,748	11,500	14,000	14,864	11,752
322110	BUILDING PERMITS	235,560	210,000	220,000	547,510	314,472
322130	ALARM REGISTRATION	2,400	1,800	1,800	25	1,338
322200	ELECTRICAL PERMITS	34,135	52,000	51,000	52,016	43,748
322300	PLUMBING PERMITS	15,161	35,000	30,000	35,388	27,090
322400	CERTIFICATE OF OCCUPANCY	3,453	2,000	3,000	8,159	4,311
322410	CERTIFICATE OF USE	188,498	100,000	98,000	176,512	147,253
322500	LANDLORD PERMITS	111,272	115,000	105,000	88,132	99,561
322600	SPECIAL EVENT PERMIT	-	-	800	1,800	570
TOTAL LICENSES AND PERMITS		**838,239**	**887,800**	**869,600**	**1,145,822**	**909,423**
334721	BYRNE GRANT	-	32,645	101,350	-	11,001
334733	GRANT-SFRTA (JRAC)	88,420	125,000	-	-	-
334734	GRANT-COMMUMITY CHLLG	138,387	200,000	-	-	-
334750	GRANTS-USDOJ (COPPS)	125,733	85,000	150,000	-	46,132
TOTAL GRANTS		**352,540**	**442,645**	**251,350**	**-**	**57,133**
335140	MOBILE HOME LICENSE	7,965	9,900	13,000	7,752	8,112
335150	ALCOHOLIC BEVERAGE TAX	5,877	6,500	6,000	6,933	6,115
335490	GASOLINE TAX REBATE	-	11,900	-	-	-
TOTAL SHARED REVENUE - STATE		**13,842**	**28,300**	**19,000**	**14,685**	**14,227**
338110	SCHOOL XING GUARD	46,721	45,000	45,000	38,849	41,347
338200	OCCUPATIONAL LIC-COUNTY	13,103	4,000	8,500	19,400	11,559
TOTAL SHARED REVENUE - COUNTY		**59,824**	**49,000**	**53,500**	**58,249**	**52,906**

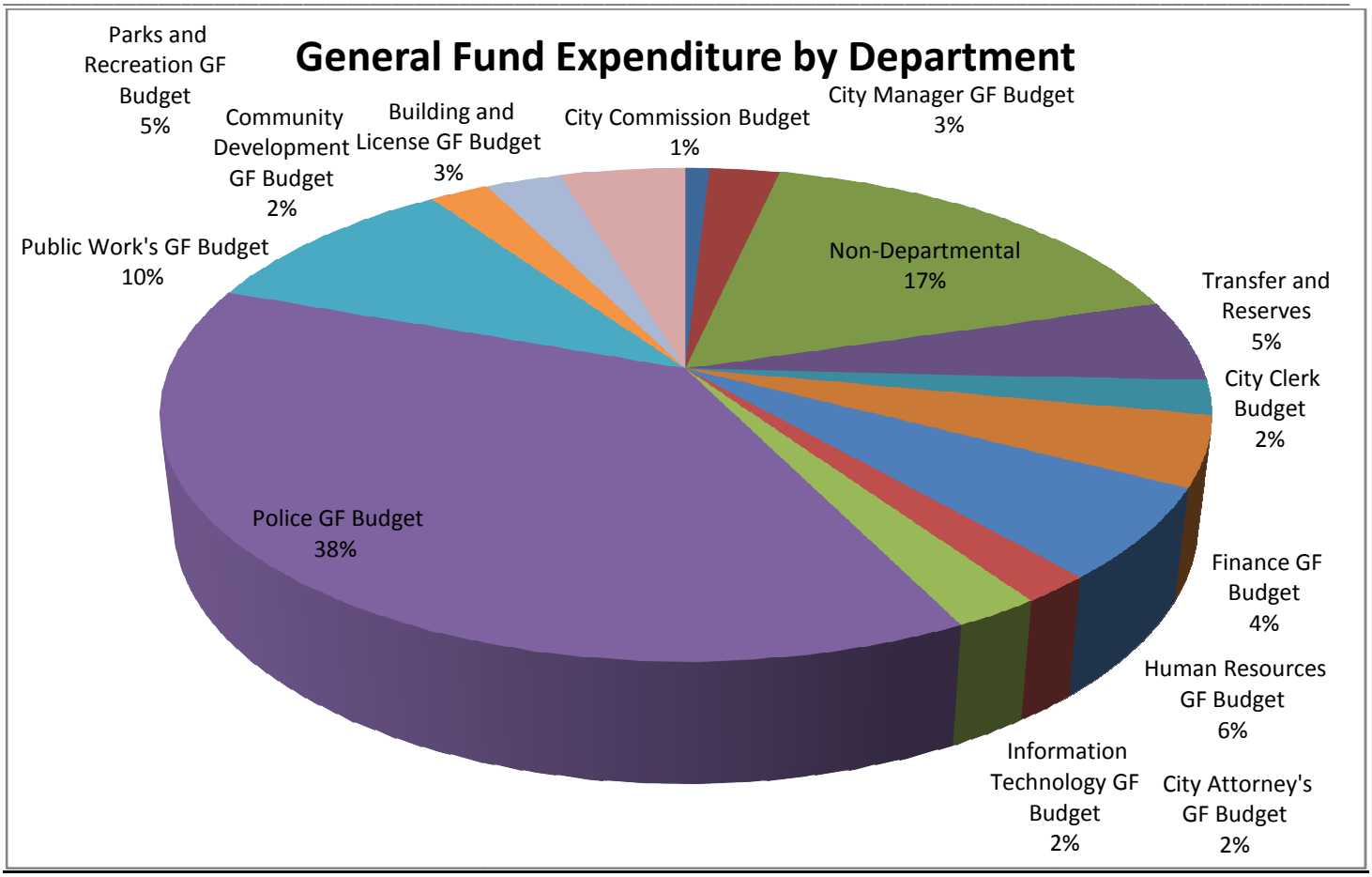
CITY OF OPA-LOCKA
GENERAL FUND REVENUE SUMMARY
FY 2016-2017

REVENUE SOURCE BY LINE ITEM		FY 2014 AUDITED	FY 2015 UNAUDITED	FY 2016 ADOPTED	FY 2016 UNAUDITED	FY 2017 PROPOSED
341100	EMP'EE OVERTIME RE	-	-	-	-	-
341200	ZONING & SUB DIV FEE	24,704	12,000	12,000	25,588	19,726
341299	OTHER COMMUNITY DEV	-	10,000	-	-	3,167
341300	XEROX COPIES	1,705	500	1,000	1,741	1,250
341400	NOTARY FEES	20	50	50	150	70
342100	POLICE RECORDS	21,839	5,000	6,500	11,395	12,108
342120	OFF DUTY REVENUE	33,279	20,000	18,500	6,140	18,816
343299	OTHER PUBLIC WORKS	-	5,000	3,500	-	1,583
343341	RETURNED CHECKS	(20,672)	-	-	(337)	-
347210	RECR ACTIVITY FEES	13,670	3,500	11,500	7,453	7,797
347230	RNTL OF PARK FACILITY	2,530	2,000	5,000	9,410	4,414
347250	SUMMER PROGRAM RECEIPTS	7,493	-	-	11,640	10,000
347260	RECREATION DONATION	-	-	-	250	-
347261	FITNESS EQUIPT DONATION	-	-	-	-	-
347270	REC FOOTBALL PROGRAM	11,665	6,000	10,000	4,225	5,000
347321	POOL FACILITY	-	-	-	2,360	2,000
347900	DONATIONS & CONTRIBUTE	-	-	-	4,373	-
TOTAL CHARGES FOR SERVICES		**98,722**	**103,050**	**80,050**	**84,388**	**98,281**
351100	COURT FINES - COUNTY	53,153	75,000	90,000	63,640	60,734
354100	CODE ENF VIOLATION	253,235	540,000	280,000	252,039	237,500
354110	CODE ENF LATE FEE	6,382	5,000	6,500	5,672	5,400
354111	CODE ENF INSPECTION FEE	6,238	5,000	9,500	6,894	5,742
354112	CODE ENF POSTAGE	2,048	1,000	4,500	4,175	2,287
354113	CODE ENF NUSIANCE	1,464	2,500	4,000	4,399	2,648
354115	CODE ENF LANLORD TENANT	78	100	50	-	50
354116	CODE ENF RELEASE FEE	3,237	3,500	2,500	1,156	2,499
354117	CODE ENF NUISANCE ABATE	-	-	-	-	-
354120	CODE ENF BROARD	2,649	2,500	2,000	2,692	2,483
354140	RED LIGHT CAMERA FINE	85,106	450,000	230,000	1,253,298	665,000
359120	RETURNED CHECK PENALTY	85	-	-	100	-
TOTAL FINES AND FORFEITURES		**413,675**	**1,094,600**	**644,050**	**1,594,065**	**987,510**
361100	INTEREST EARNED	314	8,000	1,000	38	-
362100	LEASE & RENTAL INC	-	-	18,000	250	17,100
362200	POLICE TAKE HOME VEHICLE	-	-	75,000	-	-
364100	SALE OF FIXED ASSETS	-	-	183,000	735	-
364110	INS REIMB LOSS OF ASSETS	57,257	-	50,000	53,258	50,000
364120	AUCTION PROCEEDS	162,207	-	-	-	-
366903	FOURTH OF JULY SPONSOR	30,840	20,000	26,000	20,035	-
366904	MAYORS WOMENS INITIATIVE	250	200	-	-	-
366905	MARTIN LUTHER KING	1,000	1,000	-	-	-
366906	FESTIVAL PROCEEDS	-	75,000	-	-	-
366907	KELVIN'S CHURCH CARNIVAL	-	-	3,000	-	-
366908	STATE OF THE CITY	-	-	-	2,950	-
366909	CITY BIRTHDAY CELEBRATION	-	-	25,000	-	-
366913	HOLIDAY FOOD & GIFT GIVING	-	-	16,000	-	-

CITY OF OPA-LOCKA
GENERAL FUND REVENUE SUMMARY
FY 2016-2017

	REVENUE SOURCE BY LINE ITEM	FY 2014 AUDITED	FY 2015 UNAUDITED	FY 2016 ADOPTED	FY 2016 UNAUDITED	FY 2017 PROPOSED
366999	OTHER CONT & DONATIONS	27,432	35,000	18,000	20,755	17,100
369200	WORKER'S COMP	29,366	5,000	10,000	48,853	-
369900	OTHER MISC REVENUE	140,072	40,100	50,000	427,208	47,500
369904	TOWING	5,800	10,500	10,030	-	9,529
369906	NU-WAY TOWING SERVICE	-	-	-	1,650	
369907	SUNSHINE TOWING				1,850	
369908	DOLPHIN TOWING & RECOVERY				625	
369909	DOWNTOWN TOWING COMPANY				2,075	
369914	REFUND OF TRAVEL	976	-	-	549	-
369915	REFUND OF HOTEL	-	-	-	-	-
369950	WITNESS FEES	8	10	100	75	100
369970	QUALIFYING FEE				3,160	
TOTAL MISCELLANEOUS REVENUES		**500,213**	**211,810**	**509,130**	**666,737**	**165,079**
381010	TRANSFER IN - FUND BALANCE	-	440,000	-	-	-
381220	CASH IN RESERVE BANK ACCT.	1,057,169	1,088,535	2,286,440	681,790	2,429,579
381320	TRANS IN - CAP PROJECT	-	275,000	-	-	-
381440	TRANS IN WATER SEWER	3,125,106	-	-	-	-
389030	ADM REIMB SOLID WASTE	121,160	129,445	54,060	54,060	54,060
389040	ADM REIMB WATER & SWR	942,500	1,249,550	1,413,875	1,413,875	1,000,000
389050	ADM REIMB STORM WATER	13,895	13,330	65,000	65,000	65,000
389062	ADM REIMB TOWN CENTER	-	-	5,000	5,000	5,000
TOTAL TRANSFERS		**5,259,830**	**3,195,860**	**3,824,375**	**2,219,725**	**3,553,639**
TOTAL GENERAL FUND REVENUE		**$ 17,210,556**	**$ 14,902,760**	**$ 13,854,280**	**$ 12,973,536**	**$ 15,632,439**

GENERAL FUND EXPENDITURES



City Commission – The FY 2017 budget of $144,699 reflects a decrease of $30,476 compared to the FY 2016 adopted budget and 1.02% of the General Fund budget. This budget provides for the City Commission's salary, health insurance, monthly allocation, and travel allocation. The decrease is due to a decrease in operating expenses and travel expenses.

City Manager's Office – Executive– The FY 2017 budget of $362,549 reflects a decrease of $367,586 compared to the FY 2016 adopted budget and is 2.55% of the General Fund budget. The decrease is due to decreased executive staff, and decrease in operating expenses.

Non-Departmental Division –This division provides for City-wide expenses that cannot be attributed to any particular department. This division is expected to increase by $1,739,753 to $2,603,883. The increase is due to allocating any savings and reductions from other departments, to repaying past expenditures entity-wide. A city-wide salary reduction accounts for approximately 25% of the increase to this division. This department accounts for 18.33% of General Fund budget

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 $265,000 is approved for the sick/annual leave reserve.City Manager Reserve's total $765,000, or 5.28% of General Fund budget.

City Manager's Office – Emergency & Disaster – There is currently $30,000 budgeted in this area, .21% of General Fund budget, increased by $20,000 in comparison to FY2016. Increase is attributed to concerns of potential natural disasters.

City Manager's Office – Special Events – There is currently nothing budgeted in this area. This is a 100% decrease from FY2016. These funds have been reallocated for payment of entity-wide expenses.

City Attorney – The City Attorney's budget of $261,200 provides for legal contractual services of $211,200 plus an additional $50,000 for possible litigation costs. The division accounts for 1.84% of the General Fund budget. Risk Management has been transferred to the Human Resources Department since FY2015.

City Clerk – The City Clerk's budget is proposed at $330,605, which is a $9,632 decrease from FY 2016 and is 2.24% of the General Fund budget.

Human Resources–The FY 2017 budget of $941,125 is a $129,750 increase and represents 6.62% of the General Fund budget. The increase is mainly contributed to an increase in liability insurance. 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, with the Enterprise Funds being assessed a greater portion of the costs based on the proportion of net assets.

Finance Department – The Finance Department budget of $699,316, 4.92% of General Fund budget, and is $93,570 more than FY 2016. The increase is primarily contributed to increases in staff, retirement costs, and auditing fees.

Information Technology – The Funding for FY 2017 is $316,637.This is a $34,787 increase from FY 2016 and represents 2.23% of the General Fund budget.All computer equipment for the City (with the exception of the Police Department) will be purchased through this Department. There is $32,000 budgeted for computer equipment and $95,000 budgeted for software license payments.

Community Development Department – Funding for FY 2017 is $285,390.This is a $42,920 decrease from FY 2016 and represents 2.01% of the General Fund budget. Starting in FY2016-2017 Budget a portion of Community Development salaries will be allocated to CRA special revenue fund.

Code Enforcement –Code Enforcement is now a division of the Police Department, and included in Police Department estimates.

Building, Permitting and License Department – The FY 2017 budget of $376,800 represents a $93,005 increase from previous year, and is 2.65% of the General Fund budget. This increase is primarily related to educational costs, and increased hours needed from part-time personnel.

Parks & Recreation – Funding for FY 2017, $637,627, or $374,739 less than the previous year. Thedecrease is due primarily to a reduction of the personnel count, contracted services, and recreational programs. This department accounts for 4.49% of General Fund budget.

Public Works– The Public Works Department's budget of $1,418,592, or $173,953 less than last year. This department accounts for 9.98%.

Administrative Division	$337,689
Building Maintenance	101,2963
Roads and Streets	378,689
Vehicle Maintenance	601,426
Total	$1,418,592

Police Department– The budget for the department is in the amount of $5,076,666 and represents 35.7% of the General Fund budget and is $815,349 less than FY 2016. The decrease is primarily due to decreased auto lease expenses, and personnel expenses.

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 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's 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.

General Fund Revenue and Expense Comparison

Revenue: 2017			*Ad valorem is Levied at 10.000 mills
GENERAL FUND			
	PROPERTY TAXES		7,139,541
	UTILITY TAXES		47,621
	LOCAL OPTION GAS TAXES		-
	FRANCHISE FEES		1,396,928
	LICENSES AND PERMITS		909,423
	GRANTS		57,133
	SHARED REVENUE - STATE		14,227
	SHARED REVENUE -COUNTY		52,906
	CHARGES FOR SERVICE		98,281
	FINES AND FORFEITURES		987,510
	MISC REV		165,079
	TRANSFERS AND REIMBURSEMENTS		3,553,639
	TOTAL REVENUE	$	14,422,288
	PRIOR YEAR FUND BALANCE - UNASSIGNED		987,035
	PRIOR YEAR FUND BALANCE - RESERVE		223,116
	TOTAL REVENUE AND P/Y FUND BALANCE	$	15,632,439
EXPENDITURES: 2017			
	MAYOR AND COMMISSION	$	144,699
	CITY MANAGER'S OFFICE	$	362,549
	NON-DEPARTMENTAL	$	2,603,883
	TRANSFER AND RESERVES	$	765,000
	CITY CLERK'S OFFICE	$	317,913
	CITY ATTORNEY'S OFFICE		261,200
	HUMAN RESOURCES	$	941,125
	FINANCE	$	699,316
	INFORMATION TECHNOLOGY	$	316,637
	COMMUNITY DEVELOPMENT	$	285,390
	BUILDING AND LICENSE	$	376,800
	PARKS AND RECREATION	$	637,627
	POLICE DEPARTMENT	$	5,076,666
	PUBLIC WORKS	$	1,418,592
	TOTAL EXPENSES	$	14,207,397
	TOTAL RESERVES	$	1,425,042
	TOTAL EXPENSE AND RESERVES	$	15,632,439

DEBT SERVICE FUND

Capital Improvement Debt Service– The City has pledged receipts from two revenue streams to re-pay 2011A&B Capital Improvement Revenue Bonds. The City has also pledged Florida Power & Light and State of Florida Telecommunications Utility Taxes to repay the 2015Capital Improvement Note. After paying the debt service charges, some of the balance remaining is transferred-out to the General Fund. The table below summarizes budget estimates for FY 2017.These revenue estimates are provided annually by the Florida Department of Revenue, Office of Tax Research.

Debt Service Fund revenue and Expense Comparison

Revenue: 2017			
	DEBT SERVICE FUND		
	STATE REV SHARING		684,454.00
	LOCAL GOVT SALES TAX		1,393,822.00
	DEBT PROCEEDS		-
	UTILITY TAX - FPL		1,100,000.00
	STATE/FLA TELECOMM		413,406.00
	TOTAL REVENUE	$	3,591,682
	PRIOR YEAR FUND BALANCE - RESERVE		686,198
	TOTAL REVENUE AND P/Y FUND BALANCE	$	4,277,880
EXPENDITURES: 2017			
	BOND PRINCIPAL-2011	$	445,000
	BOND PRINCIPAL-2015	$	226,169
	BOND INTEREST-2011	$	193,890
	BOND INTEREST-2015	$	297,044
	TRANS OUT UNRES DEBT	$	2,429,579
	TOTAL EXPENSES	$	3,591,682
	TOTAL RESERVES	$	686,198
	TOTAL EXPENSE AND RESERVES	$	4,277,880

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 2011A&B Capital improvement bonds will be lower and the transfer to the General Fund will be higher. In FY 2015, 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 the rental payments from the private offices,

CAPITAL PROJECTS FUND

Safe Neighborhood Capital Improvement Projects – The FY 2017 budget includes revenues which the City anticipates are forthcoming from Miami-Dade County General Obligation 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 Community Resource 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
Community Resource Center Improv. - 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

Capital Project Fund Revenue and Expense Comparison

Revenue: 2017		
CAPITAL PROJECT FUND		
GRANTS-GOB1 CITY HALL	$	700,000
BROWNSFIELD GRANT-USPEA	$	200,000
GRANTS-CDBG ALI BABA	$	221,000
TOTAL REVENUE	$	1,121,000
PRIOR YEAR FUND BALANCE - RESTRICTED		-
TOTAL REVENUE AND P/Y FUND BALANCE	$	1,121,000
EXPENDITURES: 2017		
HISTORIC CITY HALL	$	700,000
BROWNSFIELD PROJ EXP	$	200,000
CULTURAL CENTER-ALI BABA	$	221,000
TOTAL EXPENSES	$	1,121,000
TOTAL RESERVES	$	-
TOTAL EXPENSE AND RESERVES	$	1,121,000

ENTERPRISE FUNDS

SOLID WASTE FUND - MAJOR REVENUE SOURCE

Solid Waste Fund– The Solid Waste operations adopted budget is $1,661,231. The City completed a rate study of solid waste rates billed to residents. Even though the solid waste rate is increasing to $596 per unit, due to unpaid tax bills, solid waste revenue is slow. 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.

WATER AND SEWER FUND - MAJOR REVENUE SOURCE

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%. Included in the FY 2017 Water and Sewer Fund budget is $1.8 million of SRF Capital projects.

There is a $11 million estimated decrease in Water & Sewer expenses from FY 2016 to FY 2017. This decrease is due reschedule of capital projects. TheCity was recently awarded close to $40 million in new SRF loan funding to complete projects identified in the City-wide Infrastructure Improvement plan. There is a total of $3.1 million in Water & Sewer projects funded in FY 2017.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 $2,039,340, a decrease of 27.5%.In FY 2017, expenses included a projected $1,000,000 transfer to the General Fund.

2. Meter Readers – Funding has been provided for five (5) meter readers. Also included is $80,000 for non-capital improvements, and $20,000 for operating materials.

3. Water Services – Funding has been provided for fourpersonnel. 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.

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 $65,037.

6. Capital Projects – Water & Sewer – This is a new division established since FY 2016.Included in this division is the Capital Improvement Project (CIP) team overseen by the CityManager. 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: twoProject Managers, an Administrative Assistant, a Maintenance Worker, and an Accountant assigned to Finance.

STORMWATER FUND - MAJOR REVENUE SOURCE

Storm water Utility Fund – Revenues collected are used to fund operating expenses and capital improvements which are directly related to management of storm water. The FY 2017 estimated budget is $4,113,780. The FY 2017 budget includes $310,000 to pay Miami-Dade County for canal cleaning services, $68,020 for the lease and maintenance costs of the street sweeper, and $3.3 million in capital projects funded by State Revolving Funddollars. There is a new division established since FY 2016 to account for Capital Projects for the Storm Water Division.

CITY OF OPA-LOCKA
ENTERPRISE FUNDS OPERATING REVENUE SUMMARY
FY 2016-2017

REVENUE SOURCE BY LINE ITEM		FY 2014 AUDITED	FY 2015 UNAUDITED	FY 2016 ADOPTED	FY 2016 UNAUDITED	FY 2017 PROPOSED
410	**SOLID WATE FUND**					
343400	WASTE & GARBAGE FEES	$ 1,137,874	$ 1,500,000	$ 1,205,230	$ 1,551,404	$ 1,661,231
	TOTAL SERVICE CHARGES - SOLID WASTE UTILITY	**$ 1,137,874**	**$ 1,500,000**	**$ 1,205,230**	**$ 1,551,404**	**$ 1,661,231**
TOTAL SOLID WASTE UTILITY FUND		**1,137,874**	**1,500,000**	**1,205,230**	**1,551,404**	**1,661,231**
440	**WATER & SEWER FUND**					
	WATER AND SEWER OPERATING	N/A	N/A	N/A	N/A	2,904,681
	WATER AND SEWER RESERVE	N/A	N/A	N/A	N/A	1,241,985
	CUSTOMER DEPOSIT	N/A	N/A	N/A	N/A	16,267
	TOTAL APPROPRIATIONS	**-**	**-**	**-**	**-**	**4,162,933**
334700	GRANTS	551,964	1,211,000	400,000	-	1,100,000
	TOTAL GRANTS	**551,964**	**1,211,000**	**400,000**	**-**	**1,100,000**
343310	WATER REVENUE	3,014,573	4,000,000	3,800,000	3,659,326	3,557,966
343330	FIRE LINE CHARGES	2,257	2,000	2,000	2,041	1,994
343340	FIRE HYDRANT CHARGE	70,150	95,000	75,000	93,951	93,355
343341	RETURNED CHECKS	(11,640)	-	-	1,212	-
343342	RETURNED CK CHRG	5,521	1,500	1,500	1,480	2,692
343343	RE-CONNECT FEE	36,782	45,000	40,000	17,850	31,550
343344	LOCK METER FEE	3,705	2,000	1,500	4,635	3,274
343345	REMOVE METER FEE	(759)	300	250	-	250
343346	PLUG LINE FEE	750	700	-	600	649
343347	BROKEN LOCK FEE	90	-	200	10	33
343348	NEW SERVICE APPLICATION	926	-	200	-	293
343349	W & S VERIFICATION	-	-	1,000	5,857	1,855
343350	WATER SRV INSTALLATION	-	1,000	2,500	6,498	2,374
	TOTAL SERVICE CHARGES - WATER UTILITY	**3,122,355**	**4,147,500**	**3,924,150**	**3,793,460**	**3,696,285**
343510	SEWER REVENUE	4,041,635	4,500,000	4,172,065	4,138,678	4,015,432
	TOTAL SERVICE CHARGES - SEWER UTILITY	**4,041,635**	**4,500,000**	**4,172,065**	**4,138,678**	**4,015,432**
361100	INTEREST EARNED	-	-	-	41	14
	TOTAL INTEREST EARNED	**-**	**-**	**-**	**41**	**14**
369900	OTHER MISC REVENUE	32,055	1,000	1,000	3,700	11,639
369901	DERM REVENUE SERVICE	498,448	-	550,000	581,985	623,840
369902	EXCISE TAX	-	30,000	-	20,331	15,938
369960	LIEN SEARCH & RELEASE	20,125	-	2,500	165	6,425
369961	DADE COUNTY LIEN RELEASE	1,880	-	1,500	336	702
369962	OPA LOCKA LIEN RELEASE	3,470	-	1,500	635	1,300
36996	WATER & SEWER/LIEN	18,284	-	-	-	5,790
	TOTAL OTHER MISC. REVENUE	**555,978**	**31,000**	**556,500**	**607,234**	**665,634**
381001	TRANSFER IN FROM G/F	-	25,000	-	-	-
383010	TRANS IN - FUND BALANCE	-	1,748,810	1,736,305	-	-
384110	STATE REV LOAN-WTR	-	7,301,770	4,150,000	-	1,000,000
384120	STATE REV LOAN-SWR	-	6,285,090	4,150,000	1,086,117	750,000
	TOTAL REVENUE - OTHER SOURCES	**-**	**15,360,670**	**10,036,305**	**1,086,117**	**1,750,000**
TOTAL WATER & SEWER UTILITY FUND		**$ 8,271,932**	**$ 25,250,170**	**$ 19,089,020**	**$ 9,625,489**	**$ 15,390,284**

CITY OF OPA-LOCKA
ENTERPRISE FUNDS OPERATING REVENUE SUMMARY
FY 2016-2017

REVENUE SOURCE BY LINE ITEM		FY 2014 AUDITED	FY 2015 UNAUDITED	FY 2016 ADOPTED	FY 2016 UNAUDITED	FY 2017 PROPOSED
450	**STORM WATER MANAGEMENT FUND**					
331690	FEDERAL GRANTS	-	1,019,413	1,300,000	-	700,000
	TOTAL GRANTS	**-**	**1,019,413**	**1,300,000**	**-**	**700,000**
343800	STORM WATER REVENUE	268,001	255,000	330,000	623,323	275,000
	TOTAL SERVICE CHARGE - STORM WATER UTILITY	**268,001**	**255,000**	**330,000**	**623,323**	**275,000**
383010	TRANS IN - FUND BALANCE	-	282,070	520,180	-	-
384130	STATE REV LOAN-STRM WTR	-	12,238,292	8,880,360	-	3,518,528
	TOTAL REVENUE - OTHER SOURCES	**-**	**12,520,362**	**9,400,540**	**-**	**3,518,528**
TOTAL STORM WATER UTILITY FUND		**$ 268,001**	**$ 13,794,775**	**$ 11,030,540**	**$ 623,323**	**$ 4,493,528**
TOTAL UTILITY FUNDS REVENUE		**$ 9,677,807**	**$ 40,544,945**	**$ 31,324,790**	**$ 11,800,216**	**$ 21,545,043**

Enterprise Fund Revenue and Expense Comparison

Revenue: 2017		
PROPRIETARY FUNDS		
SOLID WASTE FUND		
SERVICE CHARGES - WASTE		1,661,231.00
WATER AND SEWER FUND		
GRANTS		1,100,000
SERVICE CHARGES - WATER		3,696,285
SERVICE CHARGES - SEWER		4,015,432
INTEREST EARNED		14
OTHER MISC REVENUE		665,634
OTHER SOURCES		1,750,000
STORM WATER FUND		
GRANTS		700,000
SERVICE CHARGES - STORM		275,000
OTHER SOURCES		3,518,528
TOTAL REVENUE	$	17,382,124
PRIOR YEAR FUND BALANCE - UNASSIGNED		2,904,681
PRIOR YEAR FUND BALANCE - RESERVE		1,258,252
TOTAL REVENUE AND P/Y FUND BALANCE	$	21,545,057
EXPENDITURES: 2017		
SOLIDE WASTE FUND		
Waste Disposal	$	1,661,231
WATER AND SEWER FUND		
Sewer Services		4,815,481
Customer Service		65,038
Utility Billing - Finance		1,908,261
Meter Reader		337,163
Water Services		2,219,632
Capital Projects - W/S		3,167,663
STORM WATER FUND		
Storm Water Management	$	522,427
Capital Projects - S/W	$	3,092,775
TOTAL EXPENSES	$	17,789,671
TOTAL RESERVES	$	3,755,386
TOTAL EXPENSE AND RESERVES	$	21,545,057

SPECIAL REVENUE FUNDS

The City has four 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.

FUND	REVENUE	CITY CONTRIBUTION	TOTAL
SPECIAL LAW ENFORCEMENT	10,000	-	10,000
PEOPLES TRANSPORATION TAX	1,031,251	-	1,031,251
COMMUNITY REDEVELOPMENT AGENCY	72,000	144,000	216,000
TOWN CENTER	552,552	-	552,552
	1,665,803	144,000	1,809,803

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 2017 revenue budget includes $10,000 from the State.

Peoples Transportation Tax (formerly PTT) Fund –The City has budgeted $1,031,251 in the Transportation Tax Fund to fund the Bus Circulator ($228,870) and the following projects:

- Road Improvements

The City is anticipating $719,745 in current year PTT proceeds and will carry forward the unused portion from prior years' proceeds to FY 2017 to complete the above mentioned projects. Revenue estimates are provided by Miami-Dade County and any unused dollars will be carried forward to be used within the next five years. TheCity will also use Local Option Gas Tax dollars towards these projects.

Transportation Fund revenue includes the following:

Local Option Gas Tax - 5 cent	$224.884
Local Option Gas Tax - 3 cent	86.662
CITT Revenue	719,745
Transfers In - Fund Balance	0
Total	$1,031,251

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 $216,000 in TIF and City ad valorem tax revenues, combined. The Community Development Department has taken over operations of the CRA Fund.

Town Center Fund - This fund was established to account for and record financial activities of City Hall as a rental income property. The income from this fund is limited to expenses incurred for repair and

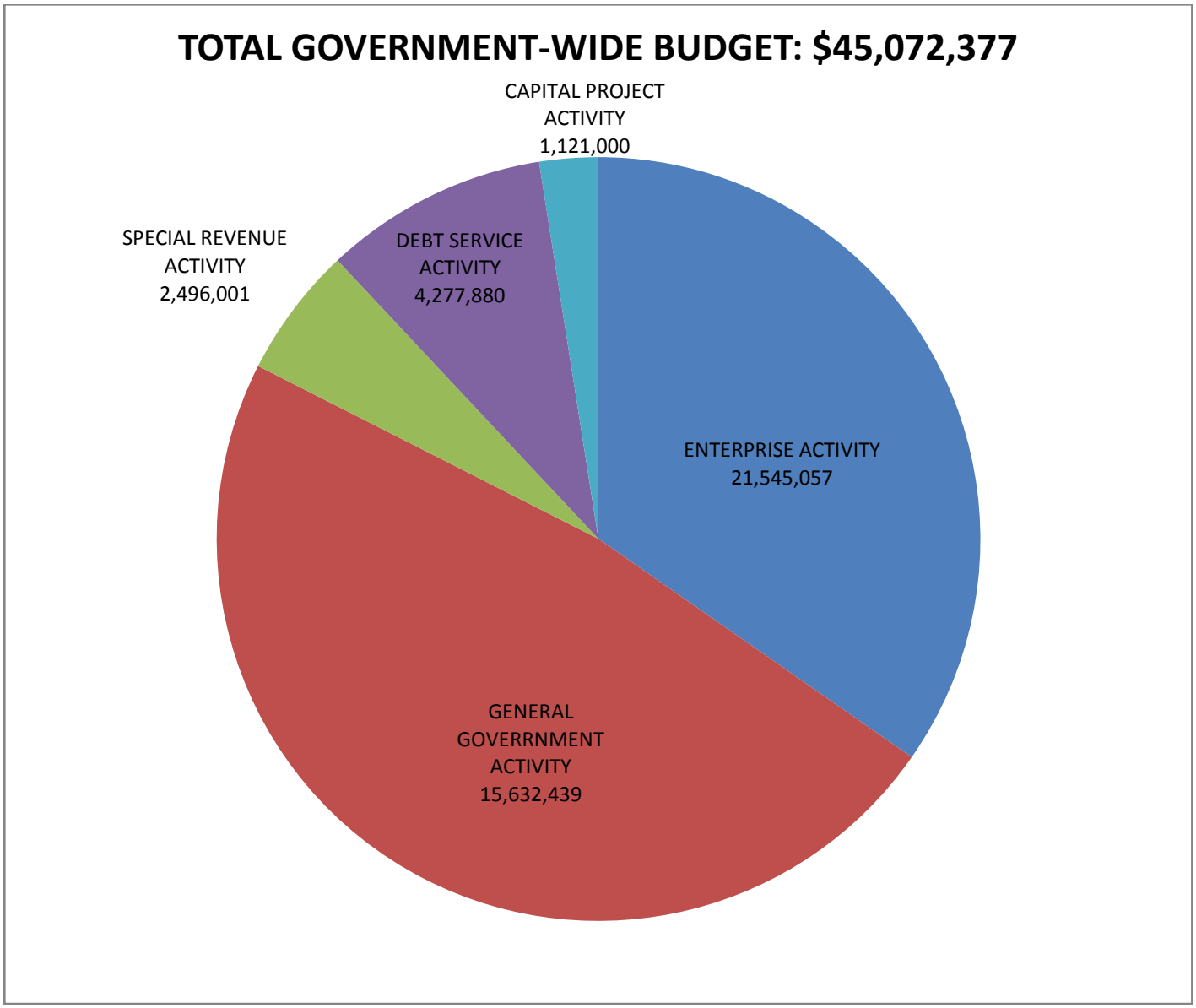
maintenance and other costs incurred by this property. During the FY2016-2017 budget year town center fund is expected to pay property taxes for

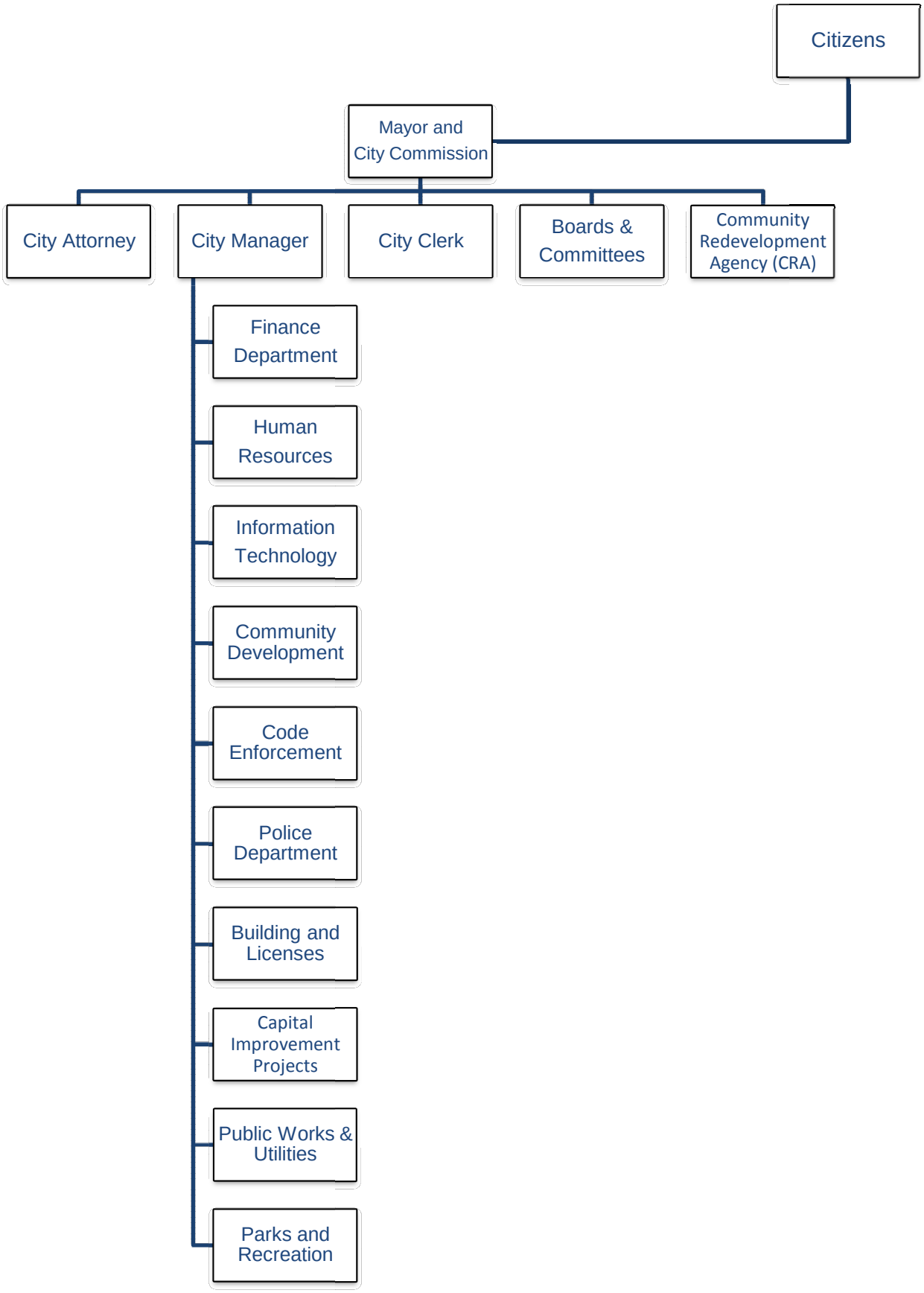
CITY OF OPA-LOCKA
SPECIAL REVENUE FUNDS SUMMARY
FY 2016-2017

REVENUE SOURCE BY LINE ITEM		FY 2014 AUDITED	FY 2015 UNAUDITED	FY 2016 ADOPTED	FY 2016 UNAUDITED	FY 2017 PROPOSED
165 - POLICE SPECIAL LAW ENFORCEMENT FUND						
335210	LAW ENF TRAINING	4,000	5,000	5,000	3,591	5,000
338100	COURT FORFEITURES	97,782	-		-	5,000
364120	AUCTION PROCEEDS				38,073	-
TOTAL SPECIAL LAW ENFORCEMENT FUND		**$ 101,782**	**$ 5,000**	**$ 5,000**	**$ 41,664**	**$ 10,000**
172 - CRIME PREVENTION FUND						
337500	CRIME PREV GR - COUNTY	1,000	-	-		-
TOTAL CRIME PREVENTION FUND		**$ 1,000**	**$ -**	**$ -**	**$ -**	**$ -**
176 - TRANSPORATION FUND						
312405	LOCAL OPTION GAS (5)	-	-	210,145	176,875	224,884
312410	LOCAL OPTION GAS (3)	-	-	80,725	68,649	86,622
334733	GRANT-SFRTA (JARC)			98,000	-	-
334950	CITT REVENUE	572,297	460,000	550,000	126,207	719,745
383010	TRANS IN - FUND BALANCE	-	2,253,330	-	-	-
TOTAL TRANSPORTATION FUND		**$ 572,297**	**$ 2,713,330**	**$ 938,870**	**$ 371,731**	**$ 1,031,251**
180 - COMMUNITY REDEVELOPMENT AGENCY FUND						
311110	AD VALOREM - COUNTY	-	-	25,000	27,096	72,000
311120	AD VALOREM - CITY	-	-	40,000	-	144,000
381440	TRANS IN WATER SEWER	142,821	250,000	-	-	-
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUNI		**$ 142,821**	**$ 250,000**	**$ 65,000**	**$ 27,096**	**$ 216,000**
490 - TOWN CENTER ONE						
362100	LEASE AND RENTAL INCOME	$ -	$ -	$ 500,000	$ 301,037	330,000
366999	OTHER CONT & DONATIONS	-	-	-	-	-
369900	OTHER MISC REVENUE	-	-	-	-	-
	CARRYOVER	-	-	-	-	222,552
TOTAL TOWN CENTER ONE		**$ -**	**$ -**	**$ 500,000**	**$ 301,037**	**$ 552,552**
TOTAL SEPECIAL FUND REVENUE		**817,900**	**2,968,330**	**1,008,870**	**440,491**	**1,809,803**

Special Revenue Funds Revenue and Expense Comparison

Revenue: 2017			
SPECIAL REVENUE FUNDS			
	POLICE SPECIAL LAW ENFORCEMENT		10,000.00
	CRIME PREVENTION FUND		-
	TRANSPORTATION FUND		1,031,251
	CRA		216,000
	TOWN ONE CENTER		552,552
	TOTAL REVENUE	$	1,809,803
	PRIOR YEAR FUND BALANCE - RESTRICTED		686,198
	TOTAL REVENUE AND P/Y FUND BALANCE	$	2,496,001
EXPENDITURES: 2017			
	POLICE SPECIAL LAW ENFORCEMENT	$	10,000
	CRIME PREVENTION FUND	$	-
	TRANSPORTATION FUND	$	704,152
	CRA	$	89,274
	TOWN ONE CENTER	$	429,073
	TOTAL EXPENSES	$	1,232,499
	TOTAL RESERVES	$	1,263,502
	TOTAL EXPENSE AND RESERVES	$	2,496,001

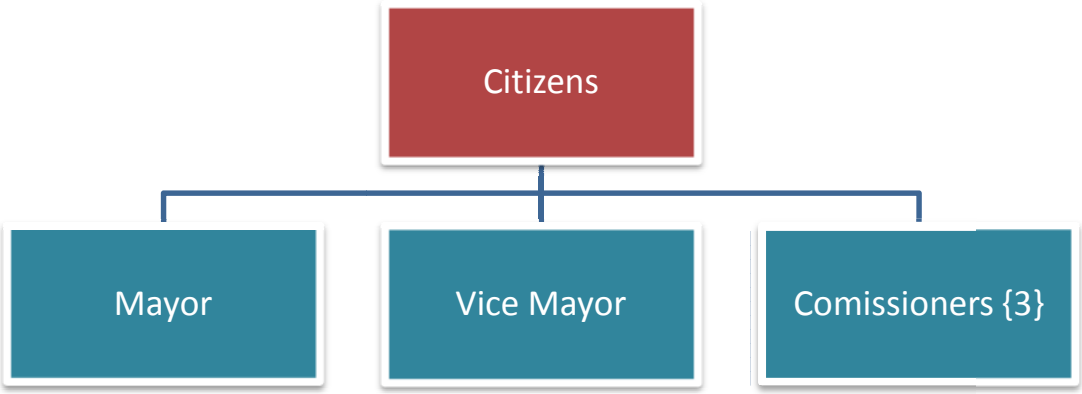

TOTAL GOVERNMENT-WIDE BUDGET: $45,072,377
CAPITAL PROJECT ACTIVITY 1,121,000
DEBT SERVICE ACTIVITY 4,277,880
SPECIAL REVENUE ACTIVITY 2,496,001
ENTERPRISE ACTIVITY 21,545,057
GENERAL GOVERRNMENT ACTIVITY 15,632,439


Citizens
Mayor and City Commission
City Attorney
City Manager
City Clerk
Boards & Committees
Community Redevelopment Agency (CRA)
Finance Department
Human Resources
Information Technology
Community Development
Code Enforcement
Police Department
Building and Licenses
Capital Improvement Projects
Public Works & Utilities
Parks and Recreation

City Commission

City Commission

Position Title	Number Budgeted
Mayor	1
Vice Mayor	1
Commissioners	3
Total	5



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

*Establishes the goals and priorities of the City
*Adopts and amends legislation
*Promotes effective and efficient government
*Provides for an independent annual budget
*Appoints City board members
*Sets the City millage rate
*Appoints City Manager, City Clerk, and City Attorney

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

DEPARTMENT HIGHLIGHTS

- In November 2016, elections will be held for two City Commission seats for 4 year term and a special election for a 2 year term.

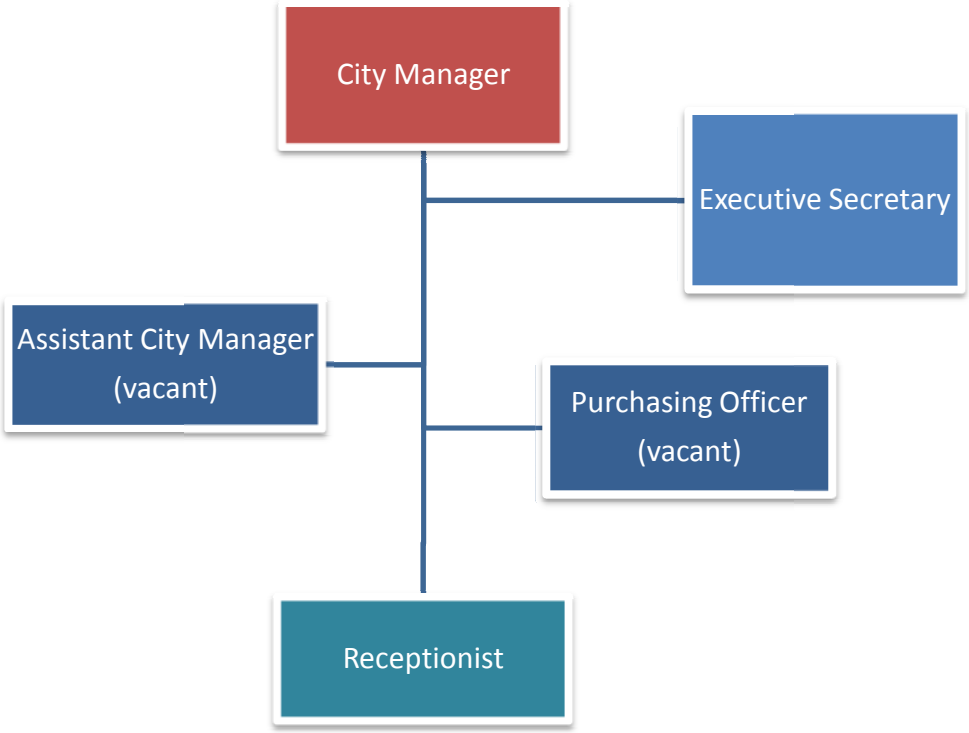
CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 -2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND					
DEPT	100	CITY COMMISSION					
DIV	10	CITY COMMISSION					
511110	SALARIES-EXECUTIVE	$ 34,357	$ 33,000	$ 33,000	$ 33,000	$ 33,000	$ 33,000
511210	FICA	2,631	2,525	2,525	2,836	2,525	2,525
511220	RETIREMENT	11,743	14,270	13,950	10,702	13,950	14,015
511230	LIFE AND HEALTH	72,122	45,105	77,600	85,100	47,105	66,659
511240	WORKERS COMP	-	-	-	-	-	-
	PERSONNEL EXPENSES	120,853	94,900	127,075	131,638	96,580	116,199
511306	MONTHLY ALL. MAYOR	2,400	2,400	2,400	2,400	2,400	2,400
511307	MONTHLY ALL. COMM	9,600	9,600	9,600	9,900	9,600	9,600
511401	TRAVEL- PINDER	-	4,000	4,000	4,000	4,000	-
511402	TRAVEL- KELLEY	2,421	4,000	4,000	-	4,000	2,500
511404	TRAVEL- TAYLOR	8,240	5,000	5,000	5,000	5,000	2,500
511405	TRAVEL - TYDUS	1,150	-	-	-	-	-
511406	TRAVEL- HOLMES	100	4,000	4,000	-	4,000	2,500
511407	TRAVEL- JOHNSON	484	-	-	364	-	-
511408	TRAVEL - MILLER	-	-	-	-	-	-
511409	TRAVEL-SANTIAGO	50	4,000	4,000	4,000	4,000	2,500
511410	TRAVEL-RILEY	-	-	-		4,000	2,500
511493	GENERAL EXPENSES	15,344	2,000	10,000	7,000	2,000	2,000
511510	OFFICE SUPPLIES	1,045	1,100	1,100	900	1,100	1,000
511520	OPERATING SUPPLIES	-	-	-	130	-	-
511540	PUB/SUBS/MEMBERSHIP	7,789	4,000	4,000	4,000	4,000	-
512482	STATE OF THE CITY	-	-	-	8,645	-	1,000
	OPERATING EXPENSES	48,623	40,100	48,100	46,339	44,100	28,500
511642	OFFICE FURNITURE	1,631	-	-	-	-	-
	CAPITAL OUTLAYS	1,631	-	-	-	-	-
TOTAL CITY COMMISSION		$ 171,107	$ 135,000	$ 175,175	$ 177,977	$ 140,680	$ 144,699

City Manager

City Manager

Position Title	Number Budgeted
City Manager	1
Assistant City Manager	1 (vacant)
Executive Secretary	1
Purchasing Officer	1
Receptionist	1 (vacant)
Total	5



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 CityCommission. 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 CityCommission. 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

ACCOMPLISHMENTS

- Enforced policies regarding lack of payment on utility services for customers
- Collection efforts to all businesses that previously were not paying occupational licenses and other requirements
- Reorganized departments to promote efficiency
- Implemented a program that resulted in more than $50K in payments for liens and fines being collected over a period of three months
- Budgeted for a 10% reduction in the City Attorney's contract to reduce expenses
- Worked with finance to decrease monthly expenses avoiding bankruptcy
- Identified and authorized the utilization of $800K in City funds that had been previously been erroneously held as being restricted funds in City National Bank
- Worked with IT department to reduce the expenditures for wireless devices

- Initiated the procedures to alter the terms of the collective bargaining units to reduce the payroll-related expenditures, expected reduction of more than $50K per year
- Revised health care options to reduce City obligations
- Worked with Human Resources to reduce workers compensation claims
- Worked with City attorney to identify abandoned properties and begin the foreclosure process
- Worked with Community Development to identify all of the surplus properties within the City and initiated an RFP for sale (in process)
- Initiated process to engage in a sell-leaseback program for an infusion of capital within the City
- Worked with code enforcement to identify properties improperly exempted and reported said properties to the Property Appraiser's Office for verification
- Worked with Human Resources to implement a no-tolerance policy for ethical violations within the City

GOALS

- Hire necessary administrative personnel to maximize efficiency of operations
- Revise the personnel policies of the City to allow for correction of personnel placements
- Continue to identify and eliminate wasteful spending
- Continue to actively repay all debt obligations
- Finalize the rehabilitation of Historic City Hall
- Effectuate full occupancy within City Hall
- Maximize revenues using City real property resources
- Renegotiate lease agreements for vehicles for maximum efficiency
- Work with the City Attorney to address all abandoned housing matters within the City
- Work with the State to have all funds under the SRL made available again
- Return all personnel to 40 hours per week to maximize efficiency
- Ensure that a training and educational program is implemented
- Finalize negotiations with on CBA's to ensure reduction in personnel expenditures
- Require more detailed reporting for all financial accounts
- Facilitate the completion of delinquent audit reports
- Streamline processes within various departments for efficiency
- Ensure cross-training and position-knowledge depth across departments
- Implement an Employee Recognition Program
- Conduct a study to ensure the proper compensation and benefits for all City employees

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	200	CITY MANAGER				
DIV	12	CITY MANAGER				
512110	SALARIES EXECUTIVE	$ 507,094	$ 442,395	$ 475,670	$ 467,400	$ 146,250
512120	SALARIES REGULAR	162,509	50,960	54,560	46,800	94,157
512140	SALARIES - OVERTIME	1,709	-	-	-	-
512210	FICA	48,681	37,740	40,185	39,340	22,140
512220	RETIREMENT	60,380	61,700	77,395	68,340	42,604
512230	LIFE & HEALTH	54,282	65,640	55,025	60,395	34,598
512499	CAR ALLOWANCE	6,372	280	7,200	7,200	7,200
	PERSONNEL EXPENSES	841,027	658,715	710,035	689,475	346,949
512311	EMPLOYEE PHYSICALS	940	100	100	100	100
512400	TRAVEL & PER DIEM	10,895	10,000	10,000	10,000	5,000
512420	POSTAGE & FREIGHT	669	500	-	-	-
512493	GENERAL EXPENSES	197	-	-	-	500
512510	OFFICE SUPPLIES	18,223	7,500	10,000	9,000	10,000
512520	OPERATING EXPENSES	500	-	-	-	-
512540	PUBL/SUBS/MEMBERSHIP	30	-	-	-	-
	OPERATING EXPENSES	31,454	18,100	20,100	19,100	15,600
512642	OFFICE FURN & EQUIP	-	-	-	-	-
512646	COMPUTER EQUIPMENT	1,024	1,500	-	-	-
	CAPITAL OUTLAYS	1,024	1,500	-	-	-
TOTAL CITY MANAGER		$ 872,481	$ 676,815	$ 730,135	$ 708,575	$ 362,549

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	209	CITY MANAGER				
DIV	19	GENERAL GOVERNMENT				
519240	WORKERS COMP	$ 28,958	$ 15,000	$ 15,000	$ 15,000	$ 15,000
519245	ACCIDENTAL DEATH	997	1,500	1,500	1,500	1,500
519250	UNEMPLOYMENT COMP	-	10,000	40,000	40,000	50,000
	PERSONNEL EXPENSES	29,955	26,500	56,500	56,500	66,500
519312	OTHER PROFESSIONAL	137,204	86,500	97,800	97,800	41,000
519340	OTHER CONTRACTED SVC	123,129	72,000	70,000	10,000	10,000
519390	CONTINGENCIES	-	-	-	-	-
519400	TRAVEL & PER DIEM	4,559	10,000	10,000	10,000	5,000
519411	TELEPHONE	83,966	80,000	30,000	30,000	60,000
519413	TELEPHONE - SUNCOM	66,897	50,000	75,000	80,000	75,000
519414	TELEPHONE - CABLE	13,485	4,000	1,000	1,000	1,000
519420	POSTAGE	2,418	1,000	1,000	1,000	1,000
519430	ELECTRIC, GAS, WATER	313,643	324,000	330,000	350,000	320,000
519440	RENTALS & LEASES	319,740	254,785	37,560	37,560	30,984
519461	REPAIR & MAIN BUILDING	53,984	10,000	2,500	2,500	10,000
519470	PRINTING & BINDING	3,543	1,000	3,470	1,000	2,500
519480	PROMOTIONAL ACTIVI	28,716	15,485	20,000	25,000	4,000
519493	GENERAL EXPENSES	19,521	12,000	11,000	11,000	12,000
519510	OFFICE SUPPLIES &	10,510	5,000	5,000	5,000	-
519520	OPERATING EXPENSES	19,348	-	3,000	3,000	-
519540	PUBL/SUBS/MEMBERSHIP	6,715	10,000	10,000	10,000	-
519541	EDUCATIONAL COSTS	12,563	10,000	10,000	10,000	-
519554	DONATIONS TO NON-P	3,500	1,000	1,000	1,000	-
	OPERATING EXPENSES	1,223,441	946,770	718,330	685,860	572,484
519610	PURCHASE OF LAND	36,800	-	-	-	-
519620	BUILDING IMPROVEMENTS	-	-	-	-	-
519622	780 FISHERMAN PURCHASE	-	-	-	-	-
519648	AUTOMOTIVE LEASE	59,778	49,775	51,800	51,800	-
	CAPITAL OUTLAY	96,578	49,775	51,800	51,800	-
519991	OPEB OBLIGATION EXP	-	-	-	-	-
533720	INTEREST	9,453	-	-	-	-
	ENCUMBERANCE RESERVE	-	-	-	-	1,611,469
	OBLIGATION TO CITT	-	-	-	-	100,000
	OBLIGATION TO W&S	-	-	-	-	-
	OBLIGATION TO DOR - RLC FEE	-	-	-	-	500,000
	NON-OPERATING EXP	9,453	-	-	-	2,211,469
TOTAL GENERAL GOVERNMENT		$ 1,329,472	$ 996,545	$ 770,130	$ 737,660	$ 2,850,453

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	200	CITY MANAGER				
DIV	25	EMERGENCY & DISASTER RELIEF				
525390	CONTINGENCIES	$ 95,990	$ 10,000	$ -	$ 10,000	$ 30,000
	TOTAL EMERGENCY	$ 95,990	$ 10,000	$ -	$ 10,000	$ 30,000
FUND	001	GENERAL FUND				
DEPT	204	CITY MANAGER				
DIV	79	SPECIAL EVENTS				
579395	JULY FOURTH EVENT	41,646	4,000	29,000	-	-
579396	M.L.K. WALK	6,259	5,000	5,000	-	-
579402	HOLIDAY IN THE PARK	31,117	4,000	3,000	-	-
579403	SPECIAL EVENTS	4,017	-	-	-	-
579404	HOLIDAY FOOD & GIFT	19,840	4,000	19,000	-	-
579406	MAYORS WOMENS INIT	-	-	-	-	-
579407	HISPANIC HERITAGE	2,689	4,000	4,000	-	-
579408	MOTHERS/FATHERS DAY	2,912	4,000	3,000	-	-
579409	CHRISTMAS TRIMMING	-	10,000	9,000	-	-
579410	INTERNET RADIO	-	-	-	-	-
	CITY BIRTHDAY	-	-	25,000	-	-
TOTAL SPECIAL EVENTS		108,480	35,000	97,000	-	-

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	203	CITY MANAGER				
DIV	80	INTERFUND TRANSFERS				
581910	TRANS OUT - CRIME PREV	-	-	-	-	-
581913	TRANS OUT - CRA	-	-	40,000	-	-
581916	TRANS OUT - CAP PROJECT	-	-	-	-	-
581925	TRANS OUT - WATER	-	25,000	25,000	-	-
TOTAL INTERFUND TRANSFERS		-	25,000	65,000	-	-
FUND	001	GENERAL FUND				
DEPT	202	CITY MANAGER RESERVES				
DIV	81	RESERVES				
581920	GENERAL FUND RESERVE	-	400,000	500,000	500,000	500,000
581922	SICK/ANNUAL LEAVE	6,590	65,000	65,000	65,000	265,000
	RESERVE CARRYOVER	-	-	-	-	-
	TOTAL RESERVES	6,590	465,000	565,000	565,000	765,000
TOTAL OFFICE OF THE CITY MANAGER		$ 2,443,992	$ 2,236,360	$ 2,283,765	$ 2,077,735	$ 4,008,002

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	490	TOWN CENTER ONE				
DEPT	209	GENERAL GOVERNMENT				
DIV	62	TOWN CENTER ONE				
519120	SALARIES - REGULAR	-	-	84,180	30,000	30,000
519140	SALARIES - OVERTIME	-	-	-	-	-
519210	FICA	-	-	6,440	2,295	2,295
519220	RETIREMENT	-	-	15,310	3,500	2,178
519230	LIFE AND HEALTH	-	-	11,315	5,600	5,600
	PERSONNEL EXPENSES	-	-	117,245	41,395	40,073
519312	OTHER PROFESSIONAL	-	-	10,000	10,000	10,000
519320	ACCOUNTING & AUDIT	-	-	2,000	-	-
519340	OTHER CONTRACT SVC	-	-	60,000	55,000	55,000
519390	CONTINGENCIES	-	-	-	-	-
519400	TRAVEL & PER DIEM	-	-	-	-	-
519421	TELEPHONE	-	-	-	-	-
519420	POSTAGE	-	-	-	-	-
519430	ELECTRIC, GAS, WATER	-	-	25,000	25,000	25,000
519440	RENTALS & LEASES	-	-	-	-	-
519450	INSURANCE	-	-	40,000	40,000	40,000
519461	REPAIR & MAIN BUILDING	-	-	100,000	100,000	100,000
519470	PRINTING & BINDING	-	-	-	-	-
519480	PROMOTIONAL ACTIVITIES	-	-	-	-	-
519493	GENERAL EXPENSES	-	-	3,900	-	-
519494	REALS ESTATE TAXES	-	-	96,555	155,000	155,000
519510	OFFICE SUPPLIES	-	-	-	-	-
519520	OPERATING EXPENSES	-	-	15,000	-	-
519540	PUBL/SUBS/MEMBERSH	-	-	300	-	-
519541	EDUCATIONAL COSTS	-	-	1,000	-	-
	OPERATING EXPENSES	-	-	353,755	385,000	385,000
519642	FURNITURE & EQUIP	-	-	4,000	4,000	4,000
519648	AUTOMOTIVE LEASE	-	-	-	-	-
	CAPITAL OUTLAY	-	-	4,000	4,000	4,000
519991	OPEB OBLIGATION EXP	-	-	-	-	-
	NON-OPERATING EXP	-	-	-	-	-
519921	CONTR TO FUND BALANCE	-	-	25,000	25,000	-
TOTAL TOWN CENTER		$ -	$ -	$ 500,000	$ 455,395	$ 429,073

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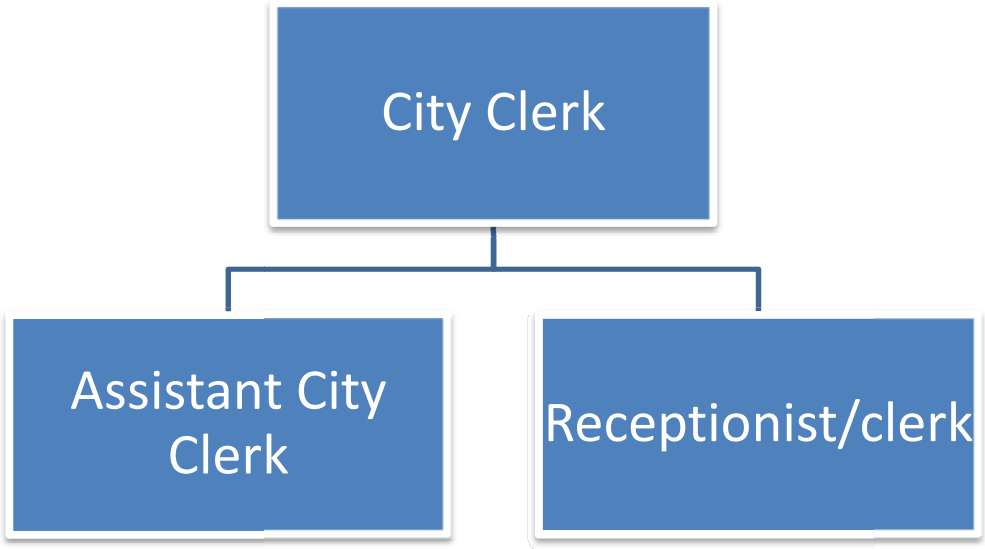
City Clerk

Position Title	Number Budgeted
City Clerk	1
Assistant City Clerk	1
Receptionist / Clerk	1
Total	3



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.

The City Clerk serves as Executive Assistant to the Mayor/Commission and is responsible for administrative and clerical support to the Mayor/Commission. Handles calls from the public; provides information and assistance; resolves problems; refers public concerns to administration; handle special projects/events of the Mayor/Commission; schedules and makes arrangements for Mayor/Commission attendance at meetings, conferences and special events; prepare materials for meetings and public speaking presentations; handles Mayor's email; handles Mayor/Commission phone calls and calendar; composes and prepares responses to correspondence; perform other related tasks as required.

The City Clerk serves as the Clerk of the Board for the Community Redevelopment Agency and prepares the board agendas, notices, correspondence, transcribes minutes of the board meetings, and maintains all records of the board.

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

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	300	CITY CLERK				
DIV	16	LEGISLATIVE SUPPORT				
512110	SALARIES EXECUTIVE	$ 84,234	$ 117,510	$ 137,660	$ 143,520	$ 76,500
512120	SALARIES REGULAR	118,028	89,610	35,215	75,215	74,960
512140	SALARIES - OVERTIME	577	2,500	2,500	2,500	2,500
512210	FICA	15,777	16,035	13,415	16,925	11,566
512220	RETIREMENT	23,352	15,450	12,735	16,860	29,332
512230	LIFE & HEALTH	28,702	22,215	16,820	16,820	16,805
512499	CAR ALLOWANCE	7,228	280	7,200	7,200	7,200
	PERSONNEL COSTS	277,898	263,600	225,545	279,040	218,863
512311	EMPLOYEE PHYSICALS	-	-	-	-	-
512312	OTHER PROFESSIONAL	4,302	20,000	20,000	20,000	50,000
512340	OTHER CONTRACTED SVC	-	5,000	-	5,000	-
512400	TRAVEL & PER DIEM	-	1,000	1,000	1,000	-
512420	POSTAGE & FREIGHT	18,975	15,000	15,000	15,000	10,000
512440	RENTALS & LEASES	14,366	13,000	12,500	13,000	12,000
512470	PRINTING & BINDING	69	-	-	-	-
512480	PROMOTIONAL ACT	-	-	-	-	-
512482	STATE OF THE CITY	19,434	17,500	15,000	18,000	-
512490	LEGAL ADVERTISING	41,112	30,000	25,000	40,000	20,000
512491	OTHER ADVERTISING	5,561	2,500	1,500	2,500	-
512493	GENERAL EXPENSES	4,320	2,000	2,000	2,000	-
512510	OFFICE SUPPLIES	14,460	9,000	9,000	10,000	5,000
512520	OPERATING EXPENSES	87	1,200	1,000	1,200	-
512540	PUBL/SUBS/MEMBERSHIP	25	-	-	-	50
	EDUCATION	-	-	-	-	2,000
	OPERATING COSTS	122,711	116,200	102,000	127,700	99,050
TOTAL CITY CLERK		$ 400,609	$ 379,800	$ 327,545	$ 406,740	$ 317,913

City Attorney

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. Risk management was transferred to Human Resources in FY 2013-2014.

SERVICES

- Reviews and prepares all resolutions,
- Handles ordinances, and contracts
- Represent the City at public hearings
- Represent the City in union negotiations and meetings
- Represent the City in all litigations
- Furnishes opinion on question of law

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
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	216,905	225,000	280,000	280,000	211,200
514390	CONTINGENCIES	174,777	50,000	50,000	50,000	50,000
514420	POSTAGE	-	-	-	-	-
514440	RENTALS & LEASES	-	-	-	-	-
514451	INSURANCE	-	-	-	-	-
514470	PRINTING & BINDING	-	-	-	-	-
514493	GENERAL EXPENSES	-	-	-	-	-
514510	OFFICE SUPPLIES					
	OPERATING EXPENSES	391,682	275,000	330,000	330,000	261,200
514642	OFFICE FURNITURE	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
TOTAL CITY ATTORNEY		$ 393,060	$ 275,000	$ 330,000	$ 330,000	$ 261,200
	RISK MANAGEMENT	$ 603,316	$ 415,000	$ -	$ -	$ -
TOTAL CITY ATTORNEY INCLUDING RISK MANAGEMENT		996,376	690,000	330,000	330,000	261,200

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Human Resources

Position Title	Number Budgeted
Human Resources Director	1
Human Resources Administrator/ Risk Manager	1
Administrative Assistant	1
Risk Manager	1
Total	4

Human Resources

DEPARTMENT DESCRIPTION

The Human Resources (HR) Department provides overall direction in Human Resources Management of employees for all City departments. The mission of the department is to provide Human Resources training, and incentives that attract, develop, retain and engage a skilled and diverse workforce.

The Human Resources Department is responsible for all aspects of employee services including employee and labor relations, recruitment, personnel records, Family and Medical Leave Act (FMLA) management, safety and risk management, training, classification and compensation.

SERVICES

- Administer policies and procedures impacting employees Citywide
- Recruitment and placement of employees (internally and externally)
- Consultation to address personnel related matters and compliance with the City's personnel rules and collective bargaining agreements
- Compliance with local, state and federal laws
- Employee recognition program, communications, relations and conflict resolution
- Benefit and contract administration
- Support for labor relations/collective bargaining with City's two Unions (AFSCME/PBA)
- Custodian of personnel records
- Risk Management/Safety liaison in conjunction with the City's liability and worker's compensation insurance carrier and the City Attorney
- Summer Youth Employment and other types internships
- Process and submits Florida Retirement System benefits for all employees

ACCOMPLISHMENTS

- Implemented employee wellness program
- Completed 2015 Affordable Care Act (ACA) Reporting
- Developed an employee whistleblower policy
- Hosted Summer Youth Employment Program with South Florida Work Force

GOALS

- Implement consistent employee training and development
- Update and develop policies and administrative regulations
- Develop an employee safety program
- Develop an employee self-service intranet
- Renegotiate bargaining union contracts (AFSCME/ PBA)

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	610	HUMAN RESOURCES				
DIV	13	PERSONNEL				
513110	SALARIES EXECUTIVE	$ 53,133	$ 173,995	$ 60,840	$ 128,500	$ 77,850
513120	SALARIES REGULAR	187,587	83,200	41,600	119,824	71,342
513140	SALARIES - OVERTIME	1,427	-	-	2,000	-
513210	FICA	18,237	19,675	7,840	19,675	11,413
513220	RETIREMENT	15,071	18,955	7,440	18,620	22,313
513230	LIFE & HEALTH	24,031	19,260	13,340	28,000	20,719
	PERSONNEL EXPENSES	299,486	315,085	131,060	316,619	203,637
513311	EMPLOYEE PHYSICALS	-	100	-	100	100
513312	OTHER PROFESSIONAL	1,255	-	-	2,000	-
513340	OTHER CONTRACTED S	34,533	25,115	20,000	20,644	25,000
513397	EMPLOYEE APPRECIATION	-	5,000	-	-	-
513398	EMPLOYEE RECOGNITION	2,000	2,400	2,400	2,400	600
513399	HEALTH AND WELLNESS	-	-	-	-	-
513420	POSTAGE	68	200	200	1,000	150
513440	RENTALS & LEASES	42,302	38,450	31,500	20,340	31,500
513470	PRINTING & BINDING	-	-	-	-	-
513493	GENERAL EXPENSES	10,593	-	-	-	-
513510	OFFICE SUPPLIES	6,767	2,000	4,000	7,250	2,000
513542	EMPLOYEE TRAINING	-	5,000	3,000	1,000	-
	OPERATING EXPENSES	97,518	78,265	61,100	54,734	59,350
513642	OFFICE FURNITURE	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
TOTAL HUMAN RESOURCES		$ 397,004	$ 393,350	$ 192,160	$ 371,353	$ 262,987

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	610	HUMAN RESOURCES				
DIV	18	RISK MANAGEMENT				
513110	SALARIES EXECUTIVE	$ -	$ -	$ 55,000	$ 55,000	$ -
513120	SALARIES REGULAR	-	-	-	-	32,667
513140	SALARIES - OVERTIME	-	-	-	-	-
513210	FICA	-	-	4,210	4,210	2,499
513220	RETIREMENT	-	-	3,595	3,995	2,457
513230	LIFE & HEALTH	-	-	4,700	5,515	3,608
	PERSONNEL EXPENSES	-	-	67,505	68,720	41,231
513311	EMPLOYEE PHYSICALS	-	-	-	-	-
513312	OTHER PROFESSIONAL	-	-	-	-	-
513340	OTHER CONTRACTED SVC	-	-	-	-	-
513390	CONTINGENCIES	4,102	-	80,000	20,000	100,000
513420	POSTAGE	-	-	430	500	150
513440	RENTALS & LEASES	-	-	5,000	5,000	-
513451	INSURANCE	599,214	415,000	466,280	415,000	536,757
513470	PRINTING & BINDING	-	-	-	-	-
513493	GENERAL EXPENSES	-	-	-	-	-
513510	OFFICE SUPPLIES	-	-	-	-	-
513542	EMPLOYEE TRAINING	-	-	-	-	-
	OPERATING EXPENSES	603,316	415,000	551,710	440,500	636,907
513642	OFFICE FURNITURE	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
TOTAL RISK MANAGEMENT		$ 603,316	$ 415,000	$ 619,215	$ 509,220	$ 678,138
TOTAL HUMAN RESOURCES		$ 397,004	$ 393,350	$ 811,375	$ 880,573	$ 941,125

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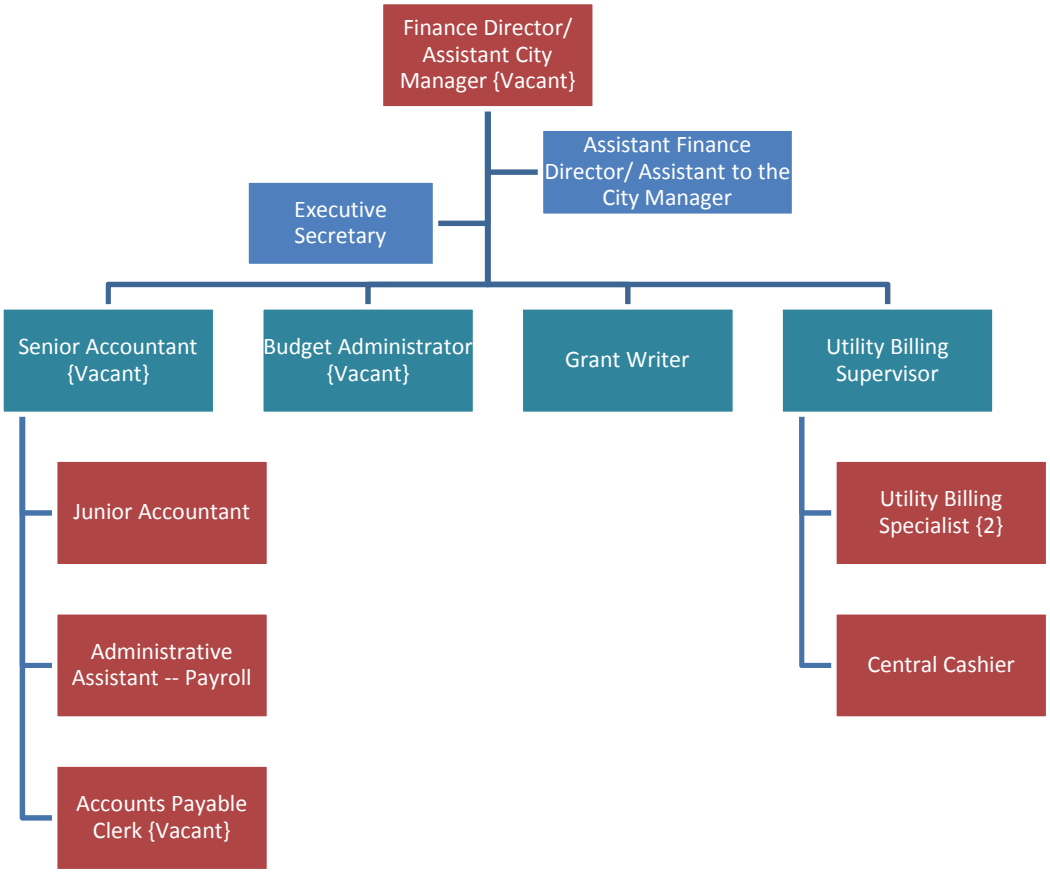
Finance Department

Finance Department

Position Title	Number Budgeted
Finance Director/ Assistant City Manager	1 {Vacant}
Assistant Finance Director/ Assistant to the City Manager	1
Senior Accountant	1 {Vacant}
Junior Accountant	1
Budget Administrator	1 {Vacant}
Executive Secretary	1
Administrative Assistant - Payroll	1
Grant Writer	1
Accounts Payable Clerk	1 {Vacant}
Utility Billing Supervisor	1
Utility Billing Specialist	2
Central Cashier	1
Total	**13**



Finance Department

DEPARTMENT DESCRIPTION

The Finance Department's major areas of responsibility include accounting, investments, debt management, grant administration and financial reporting. The mission of the Finance Department is to manage and maintain financial records in conformity with generally accepted accounting principles and in compliance with State and Federal Laws; to develop and maintain effective and efficient financial planning, reporting and centralized support system in order to support the operating departments in achieving their program objectives, to provide the Mayor and City Commission with accurate financial information on a timely basis; to provide quality service to the residents; and to safeguard the City's assets.

SERVICES

Financial Administration

- Providing financial advice to City Commission, City Manager and departments
- Manage outstanding bond portfolio
- Develop and maintain City-wide financial policies and procedures
- Manage all banking relationships and maintains bank balances and bank accounts
- Manage the investment of City funds
- Continue to find ways to improve the financial reporting system to continue to provide reliable and timely reports

Accounting

- Collect and record all revenue
- Records all financial transactions
- Processing and payment of all financial obligations
- Coordinate with external auditors in the preparation of CAFR and Single Audit Report
- Payroll
- Grant Administration and reporting

Utility Billing/Collections

- Operates and manages all billing and customer service activities
- Provides for collection activities related to delinquent monies owed to the City
- Places and releases liens on property

Finance Department

MAJOR ACCOMPLISHMENTS

- Improved collection rate on all utility billings
- Enhanced the credit/debit payment options
- Consolidated the grant application and monitoring function (police, crime prevention, public works, parks and recreation and community development)
- Submitted payment request and received payment for projects funded by grant awards.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	600	FINANCE ADMINISTRATION				
DIV	17	FINANCE ADMINISTRATION				
513110	SALARIES EXECUTIVE	$ 205,720	$ 235,020	$ 303,495	$ 225,515	$ 131,625
513120	SALARIES REGULAR	203,074	167,170	111,280	189,780	277,784
513140	SALARIES - OVERTIME	5,890	2,500	2,500	2,500	-
513210	FICA	30,465	30,960	31,920	31,965	31,320
513220	RETIREMENT	25,460	34,325	34,795	34,840	49,544
513230	LIFE & HEALTH	60,647	53,525	45,295	58,850	39,338
513499	CAR ALLOWANCE	-	-	-	-	-
	PERSONNEL COSTS	531,256	523,500	529,285	543,450	529,611
513311	EMPLOYEE PHYSICALS	-	-	-	-	180
513312	OTHER PROFESSIONAL	25,751	10,000	15,002	10,000	-
513320	ACCOUNTING & AUDITING	65,052	40,000	35,000	42,000	75,000
513340	OTHER CONTRACTED SERV.	-	-	-	-	72,000
513420	POSTAGE	1,731	4,000	300	4,000	1,000
513440	RENTALS & LEASES	7,404	8,000	12,000	8,000	6,000
513470	PRINTING & BINDING	-	550	825	550	500
513493	GENERAL EXPENSES	5,543	2,500	3,748	2,500	750
513510	OFFICE SUPPLIES	7,301	5,500	8,252	7,000	4,000
513520	OPERATING EXPENSE	14,720	1,000	1,334	1,200	7,000
513540	PUBL/SUBS/MEMBERSHIP	225	-	-		275
513541	EDUCATIONAL COSTS	1,717	-	-		3,000
	OPERATING COSTS	129,444	71,550	76,461	75,250	169,705
513646	COMPUTER EQUIPMENT	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
TOTAL FINANCE DEPARTMENT		$ 660,700	$ 595,050	$ 605,746	$ 618,700	$ 699,316
TOTAL FINANCE - GENERAL FUND		$ 660,700	$ 595,050	$ 605,746	$ 618,700	$ 699,316

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 -2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	600	FINANCE DEPARTMENT				
DIV	61	UTILITY BILLING				
513110	SALARIES EXECUTIVE	$ 2,423	$ -	$ -	$ -	$ -
513120	SALARIES REGULAR	190,066	192,485	214,740	186,555	152,466
513140	SALARIES - OVERTIME	12,374	7,000	7,000	7,000	-
513210	FICA	15,245	15,260	16,965	14,810	11,664
513220	RETIREMENT	11,193	14,700	16,100	14,055	11,465
513230	LIFE & HEALTH	25,341	32,695	26,720	32,500	23,434
	PERSONNEL EXPENSES	256,642	262,140	281,525	254,920	199,029
513312	OTHER PROFESSIONAL	7,510	10,000	10,000	10,000	-
513320	ACCOUNTING & AUDIT	65,837	28,000	30,000	30,000	55,000
513340	OTHER CONTRACTED SVC	38,338	39,000	50,000	25,000	50,000
513420	POSTAGE	8,897	25,000	-	25,000	5,000
513430	ELECTRIC GAS & WAT	1,783	1,100	1,700	1,100	1,700
513440	RENTALS & LEASES	38,527	39,000	-	37,100	-
513451	INSURANCE	871,913	700,000	1,087,990	750,000	1,282,910
513493	GENERAL EXPENSES	12,397	-	10,000	7,000	5,000
513510	OFFICE SUPPLIES	3,563	3,000	3,000	4,000	3,000
513511	LIEN RECORDING CHARGE	430	5,000	1,000	4,000	1,500
513520	OPERATING EXPENSE	9,900	5,000	-	5,000	-
513528	SOFTWARE MAINTENANCE	5,775	12,500	12,500	-	-
513541	EDUCATIONAL COSTS	322	1,000	1,000	12,500	-
	OPERATING EXPENSES	1,065,192	868,600	1,207,190	910,700	1,404,110
513723	STATE REVOLVING LOAN	50,255	350,000	350,000	245,720	305,122
513734	SUNTRUST LOAN PYMT	44,098	423,000	423,000	423,000	-
513909	TRANS OUT GENERAL	3,125,106	-	-	-	-
513913	TRANS OUT CRA FUND	142,821	250,000	-	205,000	-
513970	BAD DEBTS	73,284	-	-	-	-
519990	CASH CARRYOVER - RESERVE	-	-	-	-	-
	CASH CARRYOVER - CUSTOMER DEI	-	-	-	-	-
	NON-OPERATING EXP	3,435,564	1,023,000	773,000	873,720	305,122
TOTAL FINANCE - UTILITY BILLING		$ 4,757,398	$ 2,153,740	$ 2,261,715	$ 2,039,340	$ 1,908,261

*This graphic may appear twice, while this division is under an Enterprise fund it is managed by Finance Director

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	230	CAPITAL IMPROVEMENT DEBT SERVICE				
DEPT	600	FINANCE DEPARTMENT				
DIV	83	DEBT SERVICE				
513710	BOND PRINCIPAL-2011	$ 403,000	$ 416,000	$ 430,000	$ 445,000	$ 445,000
513711	BOND PRINCIPAL-2015	-	-	218,915	227,499	226,169
513720	BOND INTEREST-2011	235,586	222,855	208,620	193,890	193,890
513721	BOND INTEREST-2015	-	-	305,385	295,714	297,044
513730	OTHER DEBT SERVICE	-	-	-	-	-
513740	BOND ISSUE COST	25,500	-	-	-	-
513910	TRANS OUT UNRES DEBT	1,057,169	1,088,535	2,286,440	2,429,579	2,429,579
	BOND RESERVE-2015	-	-	-	-	-
TOTAL DEBT SERVICE		$ 1,721,255	$ 1,727,390	$ 3,449,360	$ 3,591,682	$ 3,591,682
TOTAL FINANCE - GOVERNMENT FUNDS		$ 2,381,955	$ 2,322,440	$ 4,055,106	$ 4,210,382	$ 4,290,998

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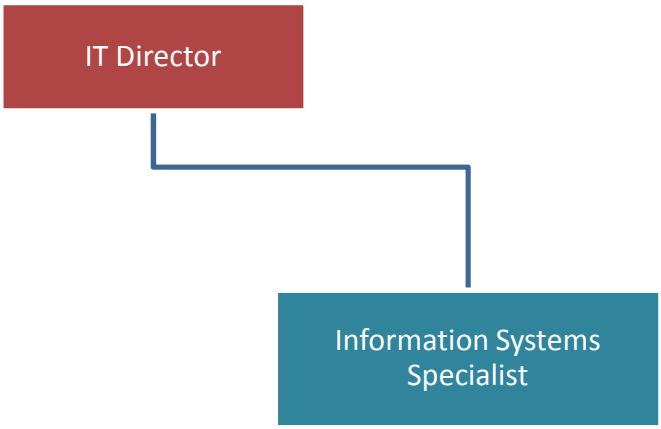
Information Technology

Information Technology

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



Information Technology

DEPARTMENT DESCRIPTION

During tough economic times the Information Technology (I.T.) Department provides innovative ways to help reduce cost and provide transparency in our City. The I.T. department focuses on exceeding the cities business and technology goals by making technology an asset rather than a problem. The department will continue to deliver quality service and innovative information technology solutions to provide the citizens, business community and City staff with convenient access to the appropriate information and services.

The I.T. Department contributes to an efficient and productive City government while using modern information technologies to improve citizen access to government information and services. The City of Opa-locka is making the necessary investments in information technology and software, which through careful planning, cooperative business and technical execution will provide its citizens with a return on investment in the form of improved services. The I.T. Department is based on goals that energize the department in performing its functions of developing and maintaining current information technology systems, providing a technology infrastructure and customer service support to City departments.

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).

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.

Information Technology

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 OPATV operations and all elements related to effective communications from government to the citizens of the City of Opa-locka.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	200	CITY MANAGER				
DIV	14	INFORMATION TECHNOLOGY				
512110	SALARIES EXECUTIVE	$ 64,165	$ 62,775	$ 62,775	$ 67,500	$ 76,500
512120	SALARIES REGULAR	73,942	62,400	35,000	53,445	52,250
512140	SALARIES - OVERTIME	5,024	3,000	3,000	3,000	-
512210	FICA	10,433	9,805	7,710	9,120	9,849
512220	RETIREMENT	6,915	9,245	7,115	8,455	20,583
512230	LIFE & HEALTH	24,048	21,775	13,990	16,385	15,475
	PERSONNEL EXPENSES	184,527	169,000	129,590	157,905	174,657
512311	EMPLOYEE PHYSICALS	59	-	-	-	120
512510	OFFICE SUPPLIES	2,343	3,000	-	3,000	100
512520	OPERATING EXPENSES	12,696	18,500	10,000	18,500	7,500
512528	SOFTWARE LICENSING	77,696	77,250	95,000	78,370	95,000
	OPERATING EXPENSES	92,794	98,750	105,000	99,870	102,720
512646	COMPUTER EQUIPMENT	24,798	30,000	40,000	30,000	32,000
512648	AUTO LEASE/ PURCHASE	1,981	4,200	7,260	7,260	7,260
	CAPITAL OUTLAY	26,779	34,200	47,260	37,260	39,260
TOTAL INFORMATION TECHNOLOGY		$ 304,100	$ 301,950	$ 281,850	$ 295,035	$ 316,637

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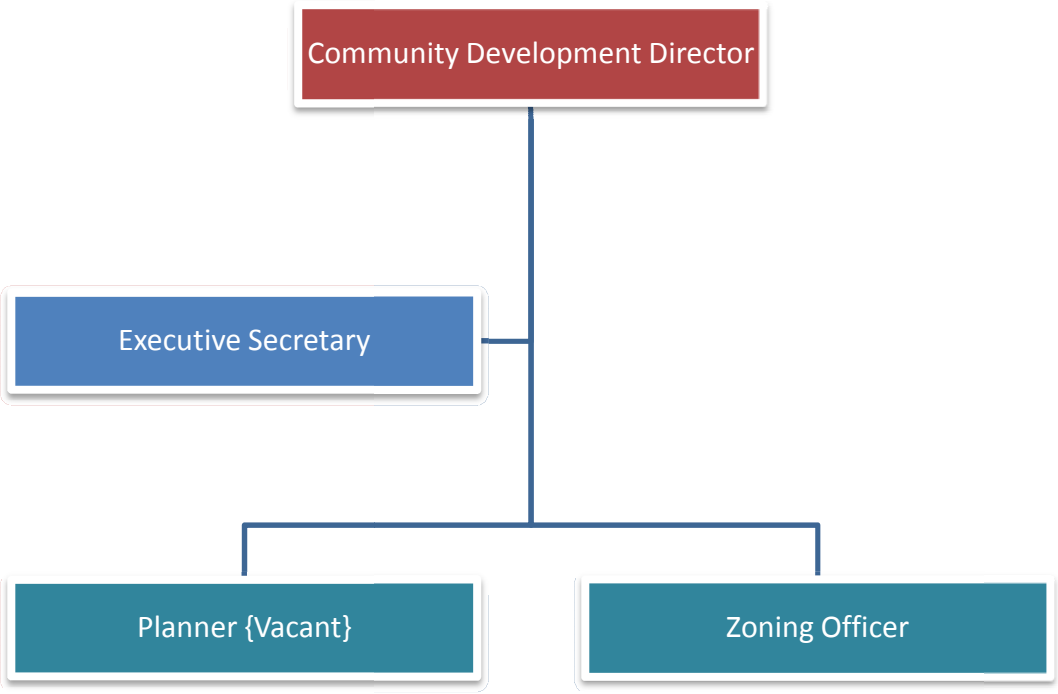
Community Development

Position Title	Number Budgeted
Community Development Director	1
Planner	1 (Vacant)
Zoning Officer	1
Executive Secretary	1
Total	**4**



Community Development

DEPARTMENT DESCRIPTION

The Planning and Community Development Department [PCD] is responsible for the direction and coordination of all growth, development and redevelopment related programs. The administration oversees the operations of the department's seven divisions: Planning and Zoning, Comprehensive Development Master Planning, Land Development Regulations - Interpretation, Amendments and Modifications, Business COU Verification, Development Coordination, Community Redevelopment Agency Support, and Historic Structure and Tree Preservation. The Director administers decisions for the department, oversees the preparation of the City's Comprehensive Plan and Land Development Regulation/Zoning Code, as well as being responsible for coordinating and monitoring the budgets for all divisions and programs within the department.

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 / expansion of businesses in the City of Opa-locka, 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.

The PCD will continue to strengthen the local economy through meticulous planning, community development, attraction, expansion and retention of businesses and activities for the overall improvement of the quality of life for the residents, property owners, business owners and their employment base of the City. PCD Services provided are:

- Coordination ofCity Planning and Development Activities.
- Recommendations on updates and amendments to the City's Comprehensive Development Master Plan and the Land Development Regulation/Zoning Code.
- Preparation of reports and analysis of applications for the Planning Council, Zoning Board of Appeals, City Commission, Historic Preservation and other agencies as necessary.
- Collection and maintenance of demographic data which maybe applied for the development and/or redevelopment of properties within the City.
- Monitoring and preservation of historic properties and the environment.
- Recommendations related to business attraction, recruitment, retention and expansion.
- Support for promotion/development of projects located in the Opa-locka Redevelopment District of the Community Redevelopment Agency.

Community Development

Accomplishments 2016

Below are the accomplishments achieved by the Department of Planning & Community Development from January 2016 to November 2016.

- Completed the 2011 Community Challenge Grant and Choice Neighborhood Planning Grant. This grant produced the new Comprehensive Development Master Plan [CDMP] and Land Development Regulation/Zoning Code [LDR/ZC] for the City of Opa-locka. Final Draft of the CDMP and LDR/ZC has been submitted to USHUD. Grant was closed in May 2015. The Comprehensive Master Plan and Land Development Regulation/Zoning Code began the adoption process after January 01, 2015. CDMP approved on first reading on May 27 at the City Commission Meeting, and transmitted to State of Florida Department of Economic Opportunities on June 09. LDR/ZC process followed its approval process. The 2030 Sustainable Opa-locka CDMP was adopted in July 2015 and the 2015 Opa-locka LDR/ZC was adopted in October 2015. The supplemental Water Supply Element of the 2030 Sustainable Opa-locka CDMP was amended in February-March 2016 and adopted in May 2016, per State requirement.

- PCD staff began to use the new LDR/ZC and noted there were some scrivener's errors that needed to be addressed to make the code function in the best interest of the City. The text amendment were made to address the scrivener's errors for the language of the code, Mixed Use Overlay District, allowing reuse and mixed used development along most of the commercial corridor of the City of Opa-locka. This accomplishment allowed commercial property owners and others to develop a mixture of new housing and commercial/light industrial uses and promote and rehabilitate under-utilized buildings in the area. This legislation was incorporated into the new LDR/ZC in October 2016.

- PCD Staff continued to monitor the Magnolia North Redevelopment Overlay District, allowing re-use and mixed-use development. This accomplishment allowed OLCDC and others to develop new housing and rehabilitate under-utilized buildings in the area. This legislation was incorporated into the new LDR/ZC.

- PCD Staff continued to monitor the Transit-Oriented Development Ordinance. This ordinance will allow a senior housing development along with other mixed use medium density developments to occur within downtown Opa-locka. This legislation was incorporated into the new LDR/ZC. Future consideration to develop a stand-alone downtown zoning district instead of an overlay.

- Manage the permitting process for the proposed Presidente Supermarket, Mosaic Apartments, Live-Work Residential project in Town Center area, and other commercial entities interested in expanding or relocating to Opa-locka. We are pursuing other commercial ventures to relocate or expand to the

City. Family Dollar opened in May 2015. Presidente Supermarket project is in limbo and maybe up for sale.

- The Municipal Building [the City's previous administration building] went into foreclosure and was subsequently purchased by the City of Opa-locka as the New City Hall. City Staff and Officials moved in July 2015 thru January 2016. Contracting a Realtor/Property Managers is under consideration to lease the vacant office suites in the building.

Community Development

- PCD Zoning Official visited 350 businesses for Certificate of Occupancy and Occupational License. Ninety-seven Occupational License/Certificate of Use violations were reported to Code Enforcement. This activity led to violations being identified, which resulted in code violation citation and/or compliance.

- Prepared the City's New Tree Ordinance to better protect and enhance the tree canopies within the City of Opa-locka. Legislation was approved by the City Commission that created a new board [Historic and Environmental Preservation] to address trees and environmental concerns along with historic buildings. This is a requirement as the City received Tree City USA designation. Hosted an Arbor Day event on April 29, 2016.

- In theSummer of 2014, PCD interns conducted a windshield survey of the aesthetic conditions of the residential properties in the City of Opa-locka. As a result, a list of 128 abandoned properties was developed for interested investors/residential developers. Some of these properties have been sold for rehab or redevelopment. The list was recently updated to reflect current conditions.

- PCD Staff interns reviewed the City's previous brownfield application submission and making recommendation on where to make improvement on the next submission. In May 2015, the City was awarded $400K for assessment on brownfield sites in the City of Opa-locka. The consultants – Terracon- is working on identifying properties for phase one environmental assessment.

The Annexation Study for Annexation Areas A and B to expand the City existing boundaries was addressed. Several groups have expressed concerns for annexation or incorporation of the area south of the Opa-locka

Community Development

Development Activities and Projects - Status

In Progress

- Academy Bus Tour Company - Status of DA/Start of Construction
- Opa-locka Travel Center [Vega Project] - Status - Amended DA approved by Planning Council and City Commission. DA needs to be recorded with County Clerk Office. Permit process started in May 2016. Plans for new construction under review by County. Existing truck parking operation ongoing. Construction projected to begin June 2017.
- NATS Truck Parking Terminal [Vega Property] - Status- Awaiting Site Plan and Employee parking. Existing operation is subject to citation for code violations since Site Plan was submitted.
- RRRZ Property - Status - Properties acquire from City of Opa-locka/Preliminary design discussed for Golf Course site/Awaiting Site Plan submission for Planning Council
- 670 Ali Baba Live/Work Condo Development - Status - Seeking Financing/Awaiting Site Plan for Planning Council
- Presidente Supermarket - Sign on property-Coming Soon/No Answer from company/No construction mobilization.
- TMR - Signage Improvement-We discussed the need for new signage with Ron Lehan and Ms Garcia-Serra of Gunster PA but their focus was on noise waiver for 24-hour operation[which was denied], permit for the fencing/screening above wall [approved], and ROW consent agreement for roadway improvements to be considered by Commission in December 2016/January 2017.
- Old KFC Site - Opa-locka Gateway Development Opportunity. Met with Barbara Daniel regarding the code violations and condition of the property. Property owner wants to demolish the structures on the property.
- Mosaic Apartments, formerly Soma Residential/Mixed Use Development Andy Hershowitz Project - Status - 104 unit rental development including 10 live/work units for limited commercial use. Recommended approval by Planning Council on May 5th and approved on June 8 City Commission meeting.
- Barton Retail Site - Owners seeking to reestablish package store while code requirement have changed restricting package store from parks churches and schools. Under litigation. Mini market has reopened.
- Flea Market Site - Scott Miller introduce potential developer/partner. Real Deal publication reported that the 72 acre property is under contract for purchase. Status of the acquisition is unknown. Existing flea market operation will remain while acquisition/plans for redevelopment are being considered.
- Cuyahoga Site - Liens under litigation/property is for sale. Meeting held with interested developers.
- Sailboat Cove Phase Two - New developers acquired phase two in May 2016, Meeting with existing owners to address HOA concerns and code enforcement violations. Letter sent to new developers and a meeting to be schedule soon.
- Magnolia Gardens/Ingram Park at Wilmington Street Site - City needs to replant 2+ acres for residential development
- LaGranja - Status of development/sale of property - Property acquired for future Franchise Opportunity in 1-3 years

- Glorietta Apartments - Status - Aswan Road site, 59 unit rehab is almost complete. Alexandria Drive site 161 unit under rehab with 10 new units to be built along with a newCity Park. Existing tenants are being relocated to finished units within the complex. Estimated completion is Summer 2017
- Crabby Restaurant Site - Recently acquired by new owners. Restoration is being considered with an Adult Business/Lounge operation as a tenant. TBD

Community Development

Complete Project

- All Florida Cleaning - Status-Operational in June 2016
- Jacksons Soul Food - Status-Operational on August 2nd, 2016
- Miles Chicken and Seafood Restaurant in February 2016
- Lake Vue Oasis - Phase two-New 16 units
- Comprehensive Development Master Plan - maps complete
- Land Development Regulation/Zoning Code - maps complete
- Water Supply Amendment for CDMP -Status - presented and adopted
- Real Estate Brokers Open House Forum - Complete Held on March 4th, 2016
- Tree City USA - Status and Implementation - Arbor Day event on April 29, 2016
- Related UDG - added 10 new on-street Parking Spaces on Aladdin and Fisherman
- SOT- Status and completion of the project.

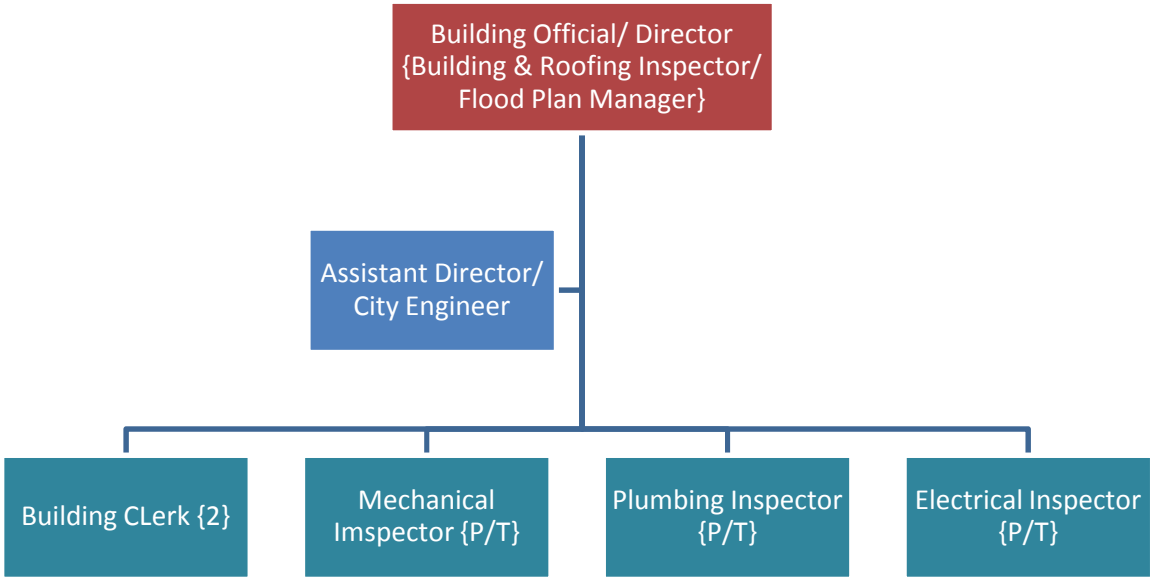
CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	150	COMMUNITY DEVELOPMENT				
DIV	37	COMPREHENSIVE PLANNING				
515110	SALARIES - EXECUTIVE	$ 103,215	$ 155,000	$ 127,505	$ 116,890	$ 128,824
515120	SALARIES - REGULAR	197,369	104,355	93,390	35,000	60,208
515130	SALARIES - PART TIME	-	-	-	-	-
515140	SALARIES - OVERTIME	300	-	-	-	-
515210	FICA	22,563	19,840	16,900	15,500	14,461
515220	RETIREMENT	14,655	19,115	16,040	14,710	25,181
515230	LIFE AND HEALTH	18,328	30,245	25,775	30,060	29,006
	PERSONNEL EXPENSES	356,430	328,555	279,610	212,160	257,680
515311	EMPLOYEE PHYSICALS	-	-	-	-	120
515312	OTHER PROFESSIONAL	19,187	15,000	35,000	-	-
515400	TRAVEL & PER DIEM	47	-	-	-	-
515420	POSTAGE	135	500	500	250	500
515440	RENTALS & LEASES	9,524	9,500	9,500	9,500	9,500
515470	PRINTING AND BINDI	83	1,000	1,000	500	500
515493	GENERAL EXPENSES	-	-	-	-	-
515510	OFFICE SUPPLIES AN	2,182	2,200	2,200	2,090	2,090
515520	OPERATING SUPPLIES	39	500	500	500	500
515531	COMMUNITY CHALLENG	117,980	200,000	-	-	-
515532	NEA GRANT	-	-	-	-	-
529535	SOFTWARE - GIS Program				-	12,000
515530	ADVERTISEMENT					2,500
	OPERATING EXPENSES	149,177	228,700	48,700	12,840	27,710
TOTAL COMMUNITY DEVELOPMENT		$ 505,607	$ 557,255	$ 328,310	$ 225,000	$ 285,390

Building & Licenses

Position Title	Number Budgeted
Director / Building Official {Building & Roofing Inspector/ Flood Plan Manger}	1
Assistant Director/ City Engineer	1
Building Clerk	2
Mechanical Inspector {P/T}	1
Plumbing Inspector {P/T}	1
Electrical Inspector {P/T}	1
Total	7

* Assistant Director/City Engineer Salary & Benefits {Budgeted: 50% Building & License – 50% Public Works}



Building & Licenses

DEPARTMENT DESCRIPTION

The Building and Licensing Department issues occupational licenses, building, electrical, mechanical, roofing, and plumbing permits and certificates of occupancy in the City. In addition, the department enforces building and zoning codes in accordance with local City codes and South Florida Building Codes, to protect the health, welfare and safety of the City residents and visitors of the City.

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.

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, certificate of use ordinance, and 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

The Building Department successfully completed the review of drawings, computed the permit fee and issued permits for the following major projects:

- New Apartment Building for the Glorieta Partners LLC, Portsaid Road
- Tele Communication Antenna Cell Tower located at 490 Ali Baba Avenue
- Glorieta One Story Community Office
- Glorieta East Complex – Bldg 5 Interior renovation (Location of Projects 13012 – 13020 Alexandria Drive)
- Glorieta West Complex – Bldg 1 South Exterior
- Glorieta West Complex – Bldg 2North
- Glorieta Partners Apartment Bldg Interior renovation Bldg 2 South 13412-13424 Aswan Road
- Glorieta Partners Apartment Bldg Interior renovation Bldg 1 North 13436-13450 Aswan Road
- Florida Industrial Property LLC – 160 Ali Baba Avenue
- Spot Master Linens "R" Us, Loxcyc. Inc. Conducted mandatory inspections for completion of the project

GOALS

- To improve the building code effectiveness rating by enforcing the building codes. This will lower the building insurance cost of the community.
- Continue to attract developers/businesses that will strengthen the City's economic development base.
- Reduce paper permit processing and utilize the SunGard System to automate the Building & Licensing department to effectively expedite the permit and occupational licensing process and tracking.
- Continue to maintain the National flood Insurance program (NFIP) Community Rating System of reporting so residence can continue to receive a flood insurance discount.
- Keep up with new and changing legislation to properly interpret and enforce City Codes, County Land Development and Florida Building & Zoning Codes.
- Continue to provide effective and efficient quality customer service and building services, while responding to the building industry and providing protection for our citizens and visitors.
- Continue to expedite the processing of Building permits.
- Review and process the residential roof permits within 24 hours.
- Continue to provide engineering plan reviews and provide assistance to consultants, contractors and residents.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	240	BUILDING DEPARTMENT				
DIV	30	BUILDING DEPARTMENT				
524110	SALARIES EXECUTIVE	$ -	$ 67,500	$ 94,995	$ 97,500	$ 121,500
524120	SALARIES REGULAR	225,506	111,215	66,290	67,662	73,500
524130	SALARIES - PART TIME	-	135,615	56,650	88,190	79,214
524140	SALARIES - OVERTIME	709	-	-	-	-
524210	FICA	17,279	24,050	16,675	19,381	20,977
524220	RETIREMENT	13,189	23,165	15,915	18,393	32,757
524230	LIFE & HEALTH	30,279	20,130	18,870	20,130	26,152
	PERSONNEL EXPENSES	286,962	381,675	269,395	311,256	354,100
524312	OTHER PROFESSIONAL	4,305	5,000	5,000	5,000	5,000
524340	OTHER CONTRACTED SVC	-	-	-	-	-
524420	POSTAGE	-	-	-	-	1,000
524440	RENTALS & LEASES	5,100	3,000	3,000	3,000	3,000
524470	PRINTING & BINDING	1,971	2,000	2,000	2,000	2,000
524493	GENERAL EXPENSES	5,332	1,800	1,800	1,000	1,000
524510	OFFICE SUPPLIES &	2,009	2,100	2,100	1,000	3,500
524520	OPERATING SUPPLIES	-	500	500	-	-
524540	PUBL/ SUBSC/ MEMBER	1,941	-	-	-	1,200
524541	EDUCATIONAL COSTS	-	-	-	-	6,000
	OPERATING EXPENSES	20,658	14,400	14,400	12,000	22,700
TOTAL BUILDING DEPARTMENT		$ 307,620	$ 396,075	$ 283,795	$ 323,256	$ 376,800

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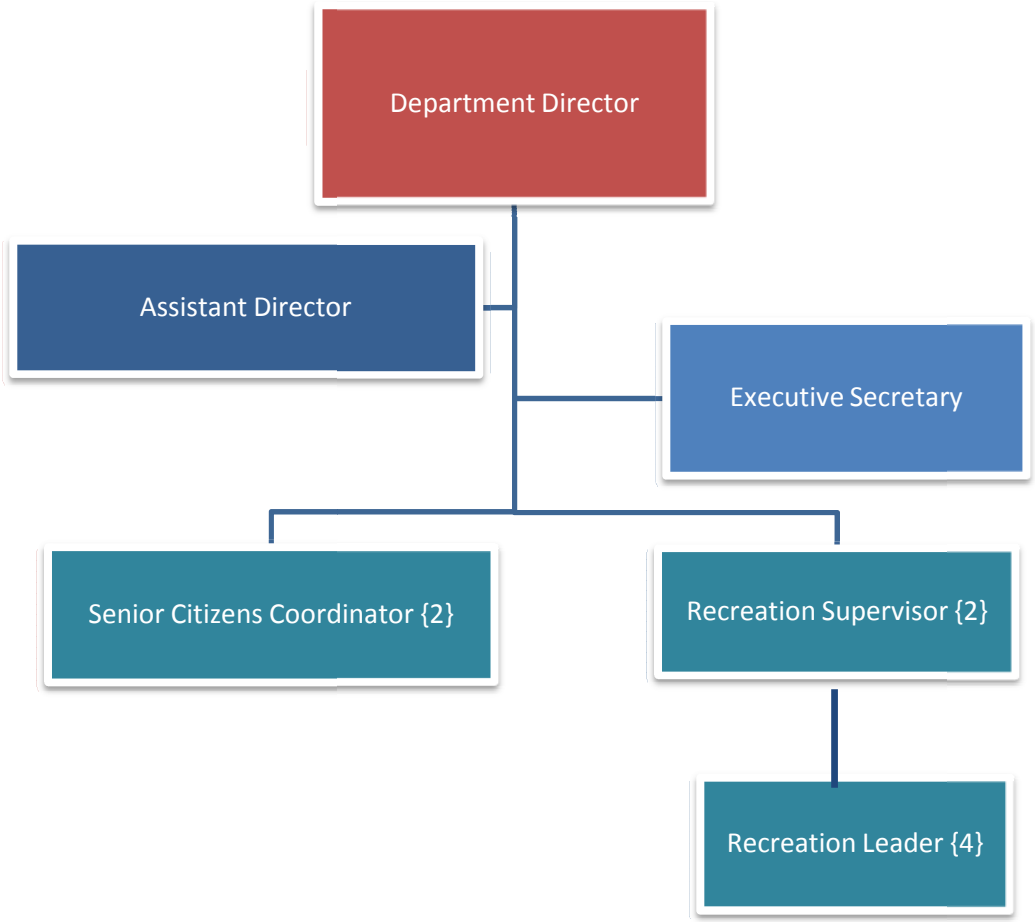
Parks & Recreation

Parks & Recreation

Position Title	Number Budgeted
Department Director	1
Assistant Director	1
Senior Citizens Coordinator	2
Recreation Supervisor	2
Recreation Leader	4
Executive Secretary	1
Total	11



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. The football program is striving to become the signature sporting program. The staff is attempting to field teams at Ingram and Sherbondy Parks for the first time in the City's history.

- Baseball/Basketball-Entering the 10th year this spring under the City of Opa-locka. Participation in the program has been increasing over the years, with the goal of fielding teams at Ingram and Sherbondy Parks for the first time in the City's history.

- Seniors on the Move-The Seniors Program helpsimprove and enhance the quality of life for the senior citizens. 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 field trips.

- 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 and crafts, field trips, and life skills.

- Special Events-Community Meets the Parks and Recreation Staff, Easter Egg Hunt, and annual Toy giveaway.

- Crime Prevention - This project combines counseling, tutoring, 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:
    - Black History Month
    - Monthly Community Bingo
    - Easter Egg Hunt
    - Book-Bag Giveaway
    - Christmas Holiday in the Park
    - Daily Seniors on the Move activities.

- Partnership with Teen Upward Bound which enhances the number of served youths in the City.

- Partnership with the Boys Scouts of America which enables our youth the opportunity of camping and special activities.

GOALS

- Adult Fitness Program community- wide.
- Establish a Karate Program – youth only (yearly).
- Certifying staff members to become swim instructors through proper training.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	720	PARKS & RECREATION				
DIV	72	PARKS & RECREATION				
572110	SALARIES EXECUTIVE	$ 66,537	$ 118,810	$ 127,300	$ 127,304	$ 104,200
572120	SALARIES REGULAR	489,112	514,700	360,610	162,313	285,310
572140	SALARIES - OVERTIME	41,943	12,500	12,500	6,250	6,250
572210	FICA	43,641	49,420	38,285	22,634	29,798
572220	RETIREMENT	51,128	47,610	36,300	21,805	44,140
572230	LIFE & HEALTH	99,203	121,435	80,865	44,380	66,709
	PERSONNEL EXPENSES	791,564	864,475	655,860	384,686	536,407
572311	EMPLOYEE PHYSICALS	2,373	500	-	-	-
572312	OTHER PROFESSIONAL	497	-	-	-	-
572340	OTHER CONTRACTED SVC	91,364	147,200	155,040	15,000	8,500
572414	TELEPHONE - CABLE	-	2,800	-	-	-
572440	RENTALS & LEASES	22,416	23,720	23,720	23,720	23,720
572461	REPAIR & MAIN BUILD	27,325	20,530	18,000	18,000	18,000
572462	GROUNDS MAINTENANC	-	-	15,000	-	-
572480	PROMOTIONAL ACTIVI	5,063	15,000	-	-	-
572481	RECREATION PROGRAM	30,811	15,000	15,000	7,500	7,500
572485	RECREATIONAL ACTIV	16,676	22,500	22,000	7,500	10,000
572486	REC FOOTBALL PROGRAM	10,042	10,000	18,000	10,000	10,000
572510	OFFICE SUPPLIES &	2,720	2,500	2,500	1,500	3,500
572520	OPERATING EXPENSES	68,517	10,000	10,000	5,000	5,000
572534	WAR ON POVERTY	268	-	-	-	-
572552	ELDERLY SERVICES	26,092	15,000	12,000	6,000	10,000
572553	SUMMER CAMP PROGRAM	-	-	-	-	5,000
	OPERATING EXPENSES	304,164	284,750	291,260	94,220	101,220
TOTAL PARKS & RECREATION		$ 1,095,728	$ 1,149,225	$ 947,120	$ 478,906	$ 637,627

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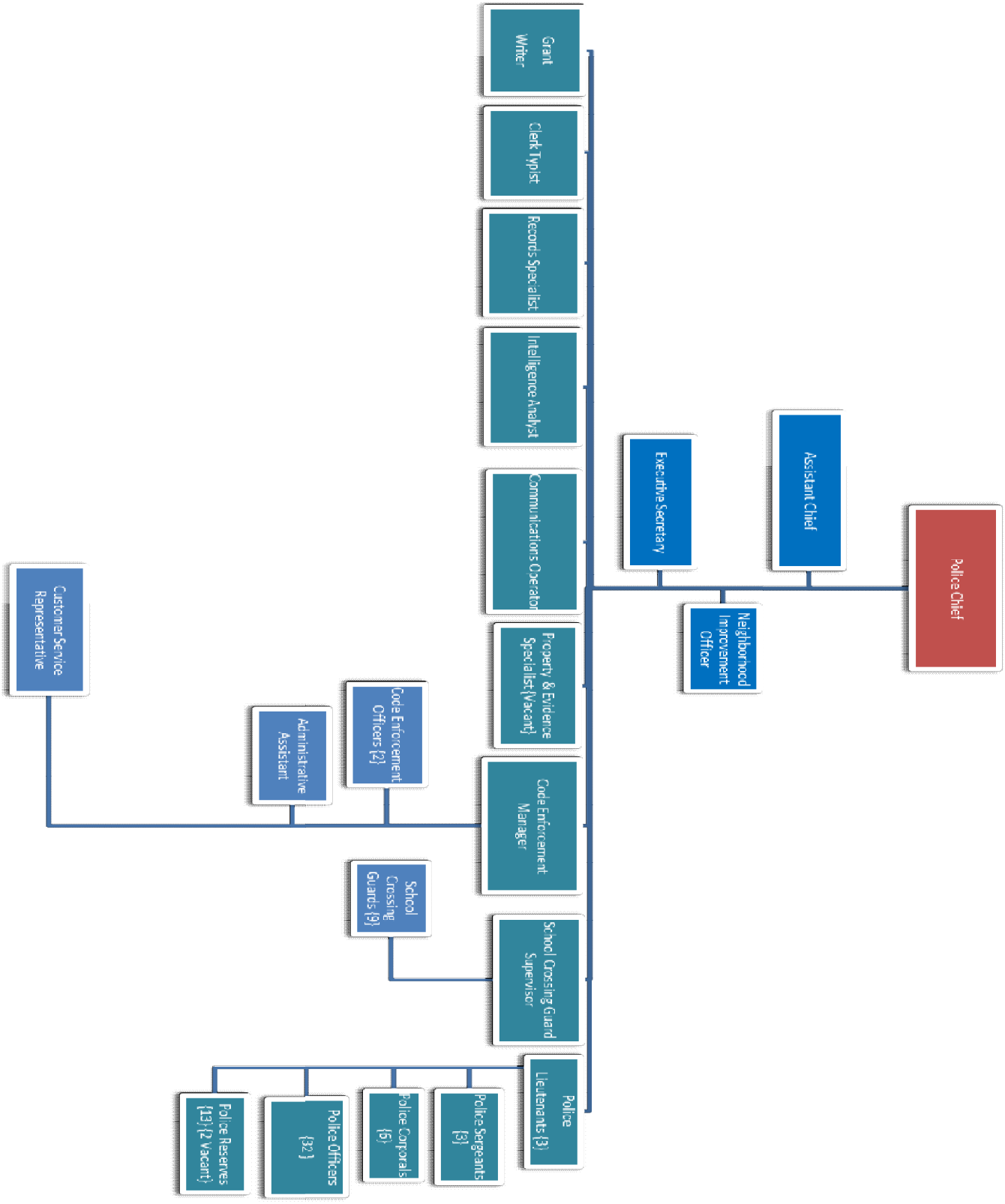
Police Department

Position Title	Number Budgeted
Police Chief	1
Assistant Chief	1
Police Lieutenant	3
Police Sergeant	3
Police Corporal	6
Police Officer	32 (2 Vacant)
Police Reserves	13
Intelligence Analyst	1
Communication Operators	1
School Crossing Guard Supervisor	1
School Crossing Guard	9
Executive Secretary	1
Property & Evidence Specialist	1 {Vacant}
Code Enforcement Manager	1
Code Enforcement Officer	2
Code Enforcement Administrative Assistant	1
Code Enforcement Customer Service Representative	1
Clerk Typist	1
Grant Writer	1
Records Specialist	1
Neighborhood Improvement Officer	1
Total	**82**


Police Chief
Assistant Chief
Executive Secretary
Neighborhood Improvement Officer
Grant Writer
Clerk Typist
Records Specialist
Intelligence Analyst
Communications Operator
Property & Evidence Specialist (Vacant)
Code Enforcement Manager
School Crossing Guard Supervisor
Police Lieutenants (3)
Police Sergeants (3)
Police Corporals (5)
Police Officers (32)
Police Reserves (13) (2 Vacant)
Code Enforcement Officers (2)
Administrative Assistant
School Crossing Guards (9)
Customer Service Representative

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 comprised of fourdivisions: 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 Chief of Police and is staffed by the Assistant Chief of Police and two (2) Executive Secretaries. The Assistant Chief of Police is the liaison with all Emergency Management Operations and Homeland Security.

The Chief's support staff is responsible for the operations and general welfare of the police department.

Professional Compliance Bureau (PCB) - Formerly known as Internal Affairs, the Professional Compliance Bureau 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 ensure that their police certifications are maintained and current.

Community Oriented Police Services (COPS)-Comprised of one officer and functions as the Police Department's coordination center for various community empowerment and outreach projects. COPS form a coalition between the police and the citizens within the community.

Community Empowerment Team (CET) - The Community Empowerment Team functions as the Police Department's coordination center for various community and outreach projects. CET forms a coalition between the police and the stakeholders in the community. The Team provides advocacy to victims of crimes, provides adult education assistance, and provides a lunch program for children in the community. Its core responsibility is to empower residents, churches, and business owners by coordinating expert

Police Department

personnel and resources to a specific location until the community feels that they have the power to take back their neighborhood from an undesirable and/or criminal element.

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 one dollar ($1) per year.

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 pertinent facts 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 begin the investigative process.

Uniform patrol officers are the foundation of the department. Each officer is assigned to a specific zone or area to patrol. The purpose 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 vehicular accidents.

The Operations (Uniform Patrol) Division is supervised by the Assistant Chief and divided into three platoons that work an 8-hour 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 statistical reports and 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.

CRIMINAL INVESTIGATIVE DIVISION– (CID)

The Criminal Investigative Division is responsible for the follow up investigation of crimes originally reported to Uniform Patrol. They gather the necessary information and evidence to solve pending cases and secure arrests where appropriate. The Division is supervised by the Assistant Chief and commanded

Police Department

by a Corporal who assigns and follows up on special investigations. Four 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–(VIN) The unit is comprised of one officer 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.

Intelligence Analyst/UCR Specialist – The Intelligence Analyst collects criminal activity statistics and prepares a computerized statistical report for review by all Command Staff and supervisory personnel. In addition, the Crime Analyst submits statistical information required by the State and Federal Bureau of Investigation.

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 the Assistant Chief and commanded by a Sergeant who is responsible for Communications, School Crossing Guards, Property and Evidence Division, Fleet Management, Off Duty Coordination, Alarms, Red Light Camera Citations, and Code Enforcement.

Traffic Unit - A part of the Administration Division, the Traffic Unit, is comprised of two 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.

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.

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

Police Department

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.

Code Enforcement -The City of Opa-locka Code Enforcement Division is responsible for enforcement of the City's Code of Ordinances 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 are to patrol the City on a daily basis and monitor for City Ordinance(s)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.

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.

ACCOMPLISHMENTS

- Opa-locka Police Department maintains 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 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.

- Continues to utilize electric T-3 vehicles and bicycle patrols to promote public safety and increase police visibility at public events.

Police Department

GOALS

City Goals	Department Goals
Increase Revenue	• Suggested Alarm ordinance revision and implementation strategy to generate additional revenue
	• Implement a Traffic Unit focusing on traffic enforcement where specific problems are noted.
	• 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.
Increase Public Safety	• 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.
	• 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.
Leadership & Management	• To enhance public safety partnerships through community policing; building a safer and more secure environment for the City's residents
	• 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.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	210	POLICE				
DIV	20	CRIMINAL INVESTIGATIVE DIVISION				
521120	SALARIES REGULAR	$ 387,227	$ 356,845	$ 332,862	$ 355,365	$ 215,047
521140	SALARIES - OVERTIME	71,495	5,000	5,000	5,000	5,000
521150	LONGEVITY	-	-	-	2,000	2,000
521210	FICA	34,162	27,300	25,465	27,185	16,451
521220	RETIREMENT	-	63,735	69,675	71,310	42,378
521230	LIFE & HEALTH INSU	-	49,055	39,705	49,035	26,108
	PERSONNEL EXPENSES	492,884	501,935	472,707	507,895	306,984
521400	TRAVEL & PER DIEM	-	-	-	3,000	-
521440	RENTALS & LEASES	-	4,000	20,960	6,000	-
521461	REPAIR & MAIN - BLDG	-	-	-	5,000	-
521520	OPERATING EXPENSES	134	-	1,500	-	1,500
521521	CLOTHING & UNIFORM	2,710	11,000	5,000	9,000	2,250
521541	EDUCATIONAL COSTS	-	2,000	-	4,000	-
521546	BOOKS	-	1,000	-	-	-
	OPERATING EXPENSES	2,844	18,000	27,460	27,000	3,750
521641	AUTOMOTIVE EQUIPMENT	-	-	-	4,000	-
521642	OFFICE FURNITURE	-	-	-	5,000	-
	CAPITAL OUTLAY	-	-	-	9,000	-
TOTAL CRIMINAL INVEST. DIVISION		$ 495,728	$ 519,935	$ 500,167	$ 543,895	$ 310,734

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	211	POLICE				
DIV	36	POLICE ADMINISTRATION				
521120	SALARIES REGULAR	$ 648,594	$ 284,815	$ 284,090	$ 384,889	$ 213,914
521130	SALARIES PART-TIME	-	134,440	-	-	219,128
521140	SALARIES - OVERTIME	28,537	40,000	25,000	40,000	-
521210	FICA	48,432	35,135	23,650	32,407	33,128
521220	RETIREMENT	107,543	31,125	19,970	28,167	32,565
521230	LIFE & HEALTH	85,618	66,225	26,625	59,200	33,526
521499	CAR ALLOWANCE	5,963	-	-	-	-
	PERSONNEL EXPENSES	924,687	591,740	379,335	544,662	532,261
521311	EMPLOYEE PHYSICALS	32,132	8,000	3,000	3,000	3,000
521312	OTHER PROFESSIONAL	29,804	13,500	13,500	13,500	10,000
521340	OTHER CONTRACTED SVC	4,331	10,000	15,000	15,000	5,000
521400	TRAVEL & PER DIEM	720	1,000	1,000	-	-
521440	RENTALS & LEASES	47,457	39,600	28,500	28,500	-
521461	REPAIR & MAIN BUILDING	5,255	15,000	10,000	10,000	10,000
521466	REPAIR & MAIN VEHICLE	13,818	15,000	12,000	12,000	12,000
521470	PRINTING & BINDING	-	-	-	-	-
521493	GENERAL EXPENSES	19,545	5,000	5,000	5,000	5,000
521510	OFFICE SUPPLIES	25,751	20,000	20,000	20,000	10,000
521520	OPERATING EXPENSES	34,656	20,000	20,000	20,000	20,000
521521	CLOTHING & UNIFORM	24,973	10,000	10,000	1,500	5,000
521528	SOFTWARE MAINTENAN	-	62,800	62,800	-	62,800
	POLICE EXPLORER PRGM	-	-	-	7,000	-
521540	PUBL/SUBS/MEMBERSHIP	975	500	1,000	1,500	-
521541	EDUCATIONAL COSTS	3,928	1,000	-	7,000	-
521546	BOOKS	956	1,000	1,000	2,000	1,000
	OPERATING EXPENSES	244,301	222,400	202,800	146,000	143,800
521641	AUTOMOTIVE EQUIP	-	-	-	5,000	-
521642	OFFICE FURN & EQUIP	-	4,000	-	5,000	-
521643	COMMUNICATION EQUIP	629	57,500	57,500	-	-
521644	PUBLIC SAFETY EQUIP	32,529	-	-	-	-
521646	COMPUTER EQUIPMENT	-	-	-	100,000	75,000
521648	AUTO LEASE/PURCHASE	46,480	28,000	28,000	10,000	-
	CAPITAL OUTLAY	79,638	89,500	85,500	120,000	75,000
TOTAL POLICE ADMINISTRATION		$ 1,248,626	$ 903,640	$ 667,635	$ 810,662	$ 751,061

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	212	POLICE				
DIV	22	POLICE PATROL				
521120	SALARIES REGULAR	$ 2,560,421	$ 2,483,550	$ 2,332,790	$ 2,554,440	$ 2,065,409
521140	SALARIES - OVERTIME	259,672	150,000	210,000	200,000	205,636
521150	LONGITIVITY	-	-	-	-	10,000
521210	FICA	210,932	201,465	194,525	210,715	158,004
521220	RETIREMENT	514,945	521,970	560,430	607,080	466,163
521230	LIFE & HEALTH	328,548	316,190	244,680	303,360	278,017
	PERSONNEL EXPENSES	3,874,518	3,673,175	3,542,425	3,875,595	3,183,229
521493	GENERAL EXPENSES	-	-	-	-	-
521510	OFFICE SUPPLIES	-	-	-	-	-
521520	OPERATING EXPENSES	-	13,000	10,000	-	-
521521	CLOTHING & UNIFORM	31,638	35,000	37,000	37,000	21,000
521540	PUBL/SUBSC/MEMBER	-	-	-	500	-
521541	EDUCATIONAL COSTS	2,574	-	15,000	3,000	-
521546	BOOKS	-	-	-	500	-
	OPERATING EXPENSES	34,212	48,000	62,000	41,000	21,000
521641	AUTOMOTIVE EQUIPMENT	-	-	-	10,000	-
521642	FURNITURE & EQUIPMENT	-	-	-	-	-
521643	COMMUNICATION EQUIP	838	10,000	7,000	57,500	57,500
521644	PUBLIC SAFETY EQUIP	-	-	-	-	-
521645	CANINE UNIT	-	8,000	8,000	10,000	10,000
521646	COMPUTER EQUIPMENT	-	25,000	-	-	-
521648	AUTO LEASE/PURCHASE	129,674	162,030	321,670	124,000	124,000
521649	MOTORCYCLE LEASE	17,100	15,300	18,000	-	-
	CAPITAL OUTLAY	147,612	220,330	354,670	201,500	191,500
533720	INTEREST	8,147	-	-	-	-
	NON OPERATING	8,147	-	-	-	-
TOTAL POLICE PATROL		$ 4,064,489	$ 3,941,505	$ 3,959,095	$ 4,118,095	$ 3,395,729

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	213	CODE ENFORCEMENT				
DIV	23	CODE ENFORCEMENT				
521110	SALARIES EXECUTIVE	$ -	$ 52,500	$ -	$ -	$ 46,060
521120	SALARIES REGULAR	217,983	121,595	139,840	$ -	$ 139,936
521140	SALARIES - OVERTIME	1,444	3,500	-	$ -	$ -
521210	FICA	16,454	13,585	10,965	$ -	$ 14,229
521220	RETIREMENT	18,516	13,090	10,410	$ -	$ 13,987
521230	LIFE & HEALTH	47,925	30,065	21,985	$ -	$ 28,745
	PERSONNEL EXPENSES	302,322	234,335	183,200	-	$ 242,957
521311	EMPLOYEE PHYSICALS	153	-	-	-	180
521312	OTHER PROFESSIONAL	13,128	10,000	5,000	$ -	$ -
521340	OTHER CONTRACTED SVC	-	-	34,018	$ -	$ -
521420	POSTAGE	8,057	9,000	10,000	$ 10,000	$ 13,000
521493	GENERAL EXPENSES	6,423	1,000	200	$ -	$ -
521510	OFFICE SUPPLIES &	9,511	1,500	1,500	$ -	$ -
521511	LIEN RECORDING CHARGE	-	5,000	8,500	$ 8,000	$ 8,000
521520	OPERATING EXPENSES	9,025	2,500	2,500	$ -	$ 2,500
521521	CLOTHING & UNIFORM	2,865	3,500	2,500	$ 1,200	$ 1,000
	OPERATING EXPENSES	49,162	32,500	64,218	19,200	$ 24,680
521642	OFFICE FURNITURE	-	-	-	-	-
521646	COMPUTER EQUIPMENT	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
TOTAL CODE ENFORCEMENT		$ 351,484	$ 266,835	$ 247,418	$ 19,200	$ 267,637

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	214	POLICE				
DIV	26	POLICE CHIEF				
521110	SALARIES EXECUTIVE	$ 123,382	$ 106,995	$ 200,990	$ 225,000	$ 198,000
521120	SALARIES REGULAR	88,090	88,090	88,090	105,000	45,413
521140	SALARIES - OVERTIME	79	-	-	-	-
521210	FICA	12,044	14,925	22,115	25,245	18,621
521220	RETIREMENT	53,294	27,700	50,695	57,213	46,520
521230	LIFE & HEALTH	9,174	12,095	19,875	17,095	16,251
	PERSONNEL EXPENSES	286,063	249,805	381,765	429,553	324,805
521311	EMPLOYEE PHYSICALS	-	150	-	-	-
521312	OTHER PROF SERVICES	-	-	-	-	-
521400	TRAVEL & PER DIEM	-	2,500	2,000	-	-
521440	RENTALS & LEASES	-	-	-	-	-
521493	GENERAL EXPENSES	229	1,000	-	-	-
521510	OFFICE SUPPLIES &	-	1,000	-	-	-
521521	CLOTHING & UNIFORM	900	3,000	1,500	1,500	900
521540	PUBL/SUBS/MEMBERSHIPS	-	-	-	-	-
521541	EDUCATIONAL COSTS	-	850	-	1,000	5,000
	OPERATING EXPENSES	1,129	8,500	3,500	2,500	5,900
521641	AUTOMOTOVE EQUIP	-	-	-	-	-
521642	OFFICE FURN & EQUIP	-	2,000	-	-	-
521648	AUTO LEASE/PURCHASE	-	14,800	14,785	-	-
	CAPITAL OUTLAY	-	16,800	14,785	-	-
TOTAL POLICE CHIEF		$ 287,192	$ 275,105	$ 400,050	$ 432,053	$ 330,705

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	270	POLICE				
DIV	27	COMMUNITY EMPOWERMENT TEAM				
521120	SALARIES REGULAR	$ 109,016	$ 92,290	$ -	$ -	$ -
521140	SALARIES - OVERTIME	240	-	-	-	-
521210	FICA	8,239	7,060	-	-	-
521220	RETIREMENT	6,519	6,800	-	-	-
521230	LIFE & HEALTH	11,892	10,945	-	-	-
	PERSONNEL COSTS	135,906	117,095	-	-	-
521510	OFFICE SUPPLIES &	374	800	-	-	-
521520	OPERATING EXPENSES	-	800	20,000	20,000	20,800
521521	CLOTHING & UNIFORM	-	-	-	-	-
	OPERATING EXPENSES	374	1,600	20,000	20,000	20,800
TOTAL COMMUNITY EMPOWER TEAM		$ 136,280	$ 118,695	$ 20,000	$ 20,000	$ 20,800

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	211	POLICE				
DIV	29	POLICE GRANTS				
529529	WEED & SEED	$ -	$ -	$ -	$ -	$ -
529832	BYRNE GRANT	42,277	32,645	97,650	-	-
529834	GRANT EXPENSES	-	-	-	-	-
TOTAL POLICE GRANTS		$ 42,277	$ 32,645	$ 97,650	$ -	$ -
TOTAL PUBLIC SAFETY DEPT.		$ 6,626,076	$ 6,058,360	$ 5,892,015	$ 5,943,905	$ 5,076,666

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	165	SPECIAL LAW ENFORCEMENT				
DEPT	211	POLICE				
DIV	65	ADMINISTRATION - SPECIAL LAW ENFORCEMENT				
521110	SALARIES EXECUTIVE	$ -	$ -	$ -	$ -	$ -
521120	SALARIES REGULAR	-	-	-	-	-
521130	SALARIES - PART TIME	-	-	-	-	-
521140	SALARIES - OVERTIME	-	-	-	-	-
521210	FICA	-	-	-	-	-
521220	RETIREMENT	-	-	-	-	-
521230	LIFE & HEALTH	-	-	-	-	-
	PERSONNEL EXPENSES	-	-	-	-	-
521312	OTHER PROFESSIONAL	-	-	-	-	-
521420	POSTAGE	-	-	-	-	-
521440	RENTALS & LEASES	-	-	-	-	-
521470	PRINTING & BINDING	-	-	-	-	-
521493	GENERAL EXPENSES	6,000	5,000	5,000	10,000	10,000
521510	OFFICE SUPPLIES &	-	-	-	-	-
521520	OPERATING SUPPLIES	-	-	-	-	-
521541	EDUCATIONAL COSTS	-	-	-	-	-
	OPERATING EXPENSES	6,000	5,000	5,000	10,000	10,000
521641	AUTOMOTIVE EQUIP	-	-	-	-	-
521648	AUTO LEASE/PURCHASE	25,636	-	-	-	-
	CAPITAL OUTLAY	25,636	-	-	-	-
521915	RETAINED EARNINGS	-	-	-	-	-
	CASH IN BANK	-	-	-	-	
	NON-OPERATING	-	-	-	-	-
TOTAL SPECIAL LAW ENFORCEMENT		$ 31,636	$ 5,000	$ 5,000	$ 10,000	$ 10,000

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	171	DJJ AFTERCARE PROGRAM				
DEPT	211	POLICE				
DIV	68	DJJ AFTERCARE PROGRAM				
529120	SALARIES REGULAR	$ -	$ -	$ -	$ -	$ -
529140	SALARIES - OVERTIME	-	-	-	-	-
529210	FICA	-	-	-	-	-
529220	RETIREMENT	-	-	-	-	-
529230	LIFE & HEALTH	-	(456)	-	-	-
	PERSONNEL EXPENSES	-	(456)	-	-	-
529485	PROGRAM ACTIVITIES	-	-	-	-	-
529493	GENERAL EXPENSES	(1,239)	-	-	-	-
	OPERATING EXPENSES	(1,239)	-	-	-	-
TOTAL DJJ AFTERCARE		$ (1,239)	$ (456)	$ -	$ -	$ -

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	172	CRIME PREVENTION				
DEPT	211	POLICE				
DIV	74	CRIME PREVENTION				
529120	SALARIES REGULAR	$ 27,426	$ -	$ -	$ -	$ -
529140	SALARIES - OVERTIME	204	-	-	-	-
529210	FICA	2,111	-	-	-	-
529220	RETIREMENT	1,917	-	-	-	-
529230	LIFE & HEALTH	2,970	-	-	-	-
	PERSONNEL EXPENSES	34,628	-	-	-	-
529461	REP & MAIN - BLDG	-	-	-	-	-
529485	PROGRAM ACTIVITIES	650	-	-	-	-
529510	OFFICE SUPPLIES	-	-	-	-	-
529532	YOUTH EMPLOYMENT	-	-	-	-	-
529534	WAR ON POVERTY EXP	2,215	-	-	-	-
	OPERATING EXPENSES	2,865	-	-	-	-
TOTAL CRIME PREVENTION		$ 37,493	$ -	$ -	$ -	$ -
TOTAL PUB. SAFE. GOV. WIDE		$ 6,693,966	$ 6,062,904	$ 5,897,015	$ 5,953,905	$ 5,086,666

Code Enforcement(SEE POLICE)

Code Enforcement

DEPARTMENT DESCRIPTION

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.

Adherence to City Codes and maintenance of property is the responsibility of each and every citizen. Structures that are not maintained, deteriorate, devalue neighborhoods, and encourage crime, contributing to the blight in a community. Code Enforcement provides an effective means of educating and enforcing the Code of Ordinance to ensure that the City ages gracefully and maintains its quality of life.

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 within a reasonable time period. In circumstances where violations are deemed egregious or repetitive, immediate punitive fines are assessed. The Department is also charged with the responsibility of performing outreach to all of the residents, business leaders, and visitors to the City, informing them of the importance of adherence to the City ordinances and how these rules benefit them as valued City stakeholders.

While punitive measures are available means to persuade conformity, it is the goal of the City to encourage voluntary compliance. However, to enforce the codes and ordinances, governing legislation has provided several tools to accomplish this task through both quasi-judicial and judicial means.

SERVICES

- Educate the public on minimum property maintenance standards, zoning regulations and sources of assistance.
- Inspect properties for maintenance and zoning regulations.
- Enforce compliance through voluntary efforts, Cityabatement and/or legal action.
- Resolve citizens' complaints regarding illegal dumping, property maintenance, etc.
- Monitor signage and weed control issues that affect City beautification.

Code Enforcement

GOALS

City Goals	Department Goals
Economic Development	• Follow due process to ensure revenues invested in prosecuting violators are properly recovered in accordance to City, state and federal laws, and state and respecting the rights of all residents. • Continue Special Master proceedings, especially commercial and industrial properties and occupational license holders having outstanding City debts.
Community Development	• Deliver educational materials to the residents via mail outs, local articles, the City's website, flyers and a code manual identifying and explaining the City's code of ordinances. • Work in collaboration with the Police Department, Public Works and Utilities Department, and the Building and Licensing departments to facilitate mandatory compliance with City ordinances and codes to promote and maintain a safe and desirable living and working environment. • Work closely with the Community Development department to identify illegally zoned business and corrective measures and implement Certificate of Use. • Maintain an attractive, safe, and healthy environment in order to provide a high quality of life for our residents and visitors. • Provide timely professional code enforcement to the citizens of the City of Opa-locka.

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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 CityCommission. The Opa-locka CRA Plan was processed for review and approval by Miami-Dade County on October 01, 2013.

The Opa-locka CRA governs an area which is 514 acres, which is 18% of the City. There are 1,105 properties in the CRA district, of which 229 properties have some type of exemption.

For the past three years, the Opa-locka CRA operated from a loan from the City of Opa-locka's Water and Sewer Fund. The executive director position and certain consultant services were funded as a result of the loan. The loan amount the Opa-locka CRA is estimated to have received is approximately $500,000.00.

A Downtown Concept Plan was initiated in May/June 2014 and presented by Jerry Bell and Alex David of the Corradino Group to the Opa-locka CRA Board of Directors in June/July 2015. The Concept Plan was received but plans for advancement are yet to be determined.

The City of Opa-lockahas a New Sustainable2030 Comprehensive Development Master Plan and New Land Development Regulation/Zoning Code adopted in September and October 2015. This new plan and zoning code will be a benefit to the Opa-locka CRA.

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

Presently, due to budget concerns and limited operations, Planning and Community Development (PCD) staff has also taken on the responsibility of Opa-locka CRA. Added functions for the PCD/CRA staff includes, but not limited to:

- Debt of $500K - When and how will the CRA pay back the City of Opa-locka?
- Developing a Facade Improvements Program for buildings/businesses in CRA.
- Creating Benefit/Incentives for businesses in the CRA.

- Consideration of Future Expansion/Amendments of CRA Boundaries - Flea Market Area/NW 27th Avenue/NW 22 Avenue/Oasis-Sailboat Cove area.

When the CRA has all of its administrative powers and TIF, the staff will seek to undertake a number of initiatives such as, but not limited to:

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

GOALS

Focus areas within Opa-locka CRA includes:

- Magnolia North Area,
- Magnolia Garden Waterfront Area
- Cuyahoga Site
- Downtown/Town Center
- Barracks Residential Area
- Opa-locka Industrial Area (potential expansion area)
- Opa-locka Airport Industrial Area (potential expansion area)

Downtown/Town Center Master Plan - expand and redefine development opportunities recommended from the 2015 Downtown Concept Plan.

New Opportunities - Proposed Mixed Use Development for east-side NW 22 Avenue and Ali Baba Avenue in Magnolia North Area, and the proposed Live/Work Condos at approximately 670 Ali Baba in Opa-locka Downtown/Town Center Area.

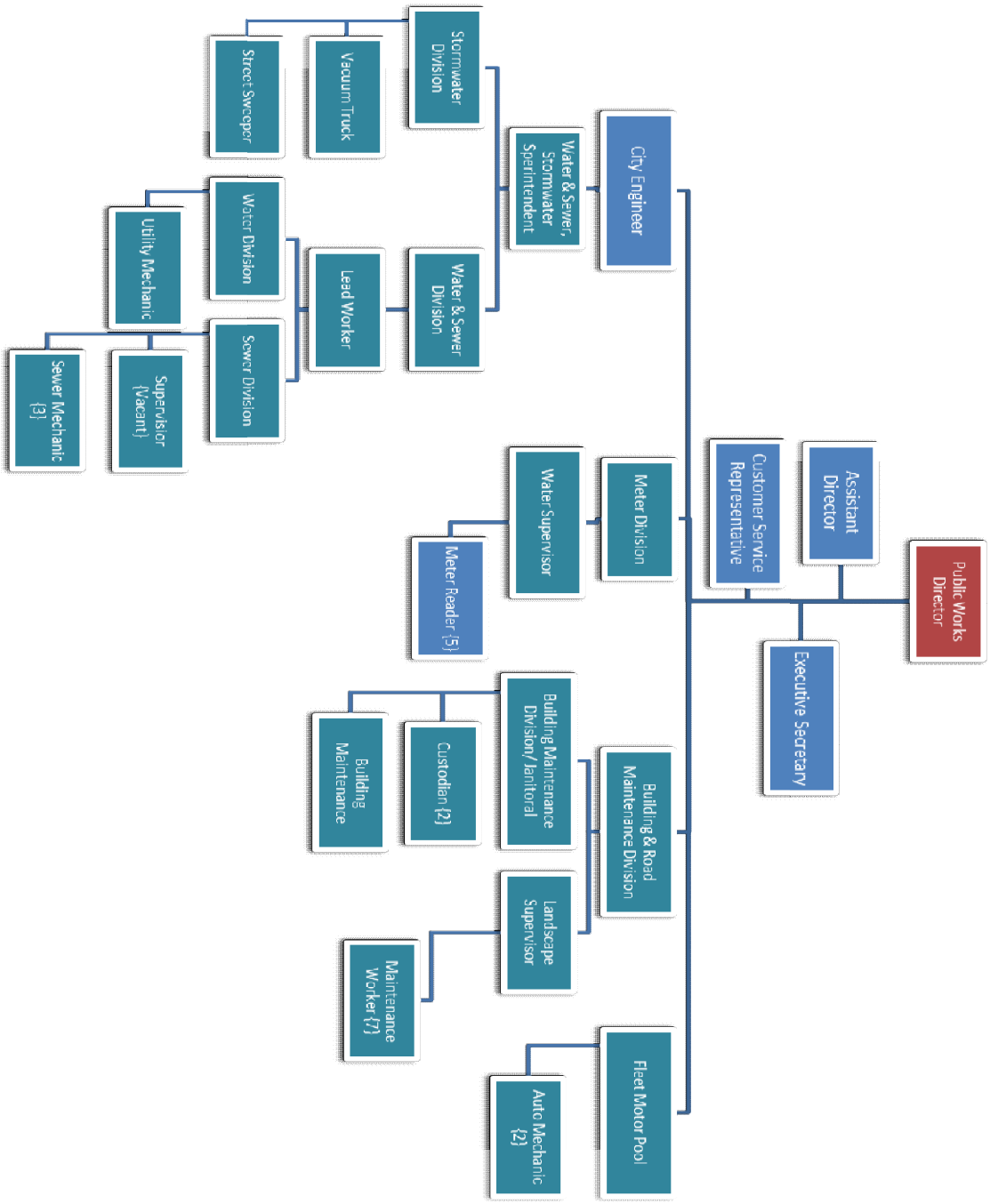
Re-evaluate the tax incentives to be incorporated in the CRA - Consider short-term reduction for long-term gains, i.e., percentage reduction in impact fees/permit fees, parking requirement reduction, CDBG funds for gap/loan financing, access to brownfield mitigation funds. Project Site pro formas are needed to forecast long term ad valorem tax revenues for potential development opportunities

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	180	COMMUNITY REDEVELOPMENT AGENCY				
DEPT	150	COMMUNITY DEVELOPMENT				
DIV	77	CRA				
515110	SALARIES - EXECUTIVE	$ 80,858	$ 80,000	$ -	$ -	$ 14,314
515120	SALARIES - REGULAR	-	95,000	-	-	6,690
515210	FICA	6,641	13,390	-	-	1,607
515220	RETIREMENT	5,650	12,900	-	-	2,798
515230	LIFE AND HEALTH	16,024	19,910	-	-	-
515499	CAR ALLOWANCE	5,808	6,000	-	-	-
	PERSONNEL EXPENSES	114,981	227,200	-	-	$ 25,409.00
515312	OTHER PROFESSIONAL	17,555	18,000	-	-	-
515340	OTHER CONTRACTED SVCS	-	-	65,000	30,000	27,000
515320	ACCOUNTING & AUDIT	3,500	-	-	2,500	2,500
515340	OTHER CONTRACTED SVCS	-	-		-	-
515400	TRAVEL & PER DIEM	777	2,000	-	-	-
515510	OFFICE SUPPLIES	498	1,000	-	-	3,000
515520	OPERATING EXPENSES	310	-	-	-	-
515540	PUB/SUBS/MEMBERSHI	720	900	-	-	-
515541	EDUCATIONAL COSTS	1,235	900	-	-	-
	ADVERTISTING	-	-	-	-	2,500
	TRUST ACCOUNT					27,000
	OPERATING EXPENSES	24,595	22,800	65,000	32,500	$ 62,000
515646	COMPUTER EQUIPMENT	688	-	-	-	-
	CAPITAL OUTLAY	688	-	-	-	-
	TRANS OUT - WATER & SEWER	-	-	-	-	-
	NON-OPERATING EXP	-	-	-	-	-
TOTAL COMMUNITY REDEV AGENCY		$ 140,264	$ 250,000	$ 65,000	$ 32,500	$ 87,409

Public Works & Utilities Department

Position Title	Number Budgeted
Public Works Director	1
Assistant Director	1
Executive Secretary	1
City Engineer	1
Water & Sewer, Stormwater Superintendent	1
Stormwater Division – Vacuum Truck	1
Stormwater Division – Street Sweeper	1
Water & Sewer Division – Lead Worker	1
Water Division – Utility Mechanic	1
Sewer Division – Supervisor	1 {Vacant}
Sewer Division – Sewer Mechanic	3
Meter Division – Water Supervisor	1
Meter Division – Meter Reader	5
Building Maintenance Division/ Janitorial – Custodian	2
Building Maintenance Division/ Janitorial – Building Maintenance	1
Landscape Supervisor	1
Maintenance Worker	7
Fleet Motor Pool – Auto Mechanic	2
Customer Service Representative	1
Total	33


Public Works Director
Assistant Director
Executive Secretary
Customer Service Representative
City Engineer
Meter Division
Water Supervisor
Meter Reader (5)
Building & Road Maintenance Division
Building Maintenance Division/Janitoral
Custodian (2)
Building Maintenance
Landscape Supervisor
Maintenance Worker (7)
Fleet Motor Pool
Auto Mechanic (2)
Water & Sewer, Stormwater Superintendent
Stormwater Division
Vacuum Truck
Street Sweeper
Water & Sewer Division
Lead Worker
Water Division
Sewer Division
Utility Mechanic
Supervisior (Vacant)
Sewer Mechanic (3)

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 other divisions within the department.

Building Maintenance

The Building Maintenance Division is responsible for the maintenance, repair, renovation and cleaning of all Cityfacilities. The department is working towards increasing the effectiveness and capabilities of the division by providing better services for our physical assets.

Roads and Streets

The Roads and Streets Division is responsible for the maintenance, repair and construction activities for all City dedicated streets, alleys and right-of-ways. Street resurfacing and paving are the most important issue facing the division this year.

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.

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

SERVICES

* Maintenance of all City buildings
* Street resurfacing
* Cutting of right-of-ways and alleys
* Maintenance of all City vehicles
* Monitor capital budget programs
* Pothole and sidewalk repair

ACCOMPLISHMENTS

- Created an inventory control system to account for all material and equipment purchase to 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.
- Replaced 30,000 sqft of sidewalks.
- Maintained and painted 250 fire hydrants.
- Continued Job Initiative Programs to employ and train Cityresidents: Sidewalk Repair & Construction, Fire Hydrant Maintenance & Valve Repair, Alleyway Maintenance, and Carwash Program.
- Completed the repairs of 102 pot holes.
- Completed the repairs of 550 City vehicles.
- Completed the service of 960 City vehicles.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	500	PUBLIC WORKS				
DIV	32	ADMINISTRATION - PUBLIC WORKS				
541110	SALARIES-EXECUTIVE	$ 112,785	$ 94,995	$ 68,495	$ 68,495	$ 166,500
541120	SALARIES-REGULAR	171,159	99,260	99,260	99,260	52,917
541140	SALARIES - OVERTIME	7,981	-	-	-	-
541210	FICA	20,698	14,860	12,835	12,835	16,785
541220	RETIREMENT	14,673	14,320	12,180	12,180	40,226
541230	LIFE AND HEALTH	11,853	22,220	14,205	14,205	26,211
	PERSONNEL EXPENSES	339,149	245,655	206,975	206,975	302,639
541312	OTHER PROF SERVICES	-	-	-	-	-
541340	OTHER CONTRACTED SVC	150,909	142,460	20,800	20,800	20,800
541420	POSTAGE	2,693	200	500	500	500
541440	RENTALS & LEASES	12,972	6,000	6,500	6,500	6,500
541461	REPAIR - BUILDING	594	3,880	-	-	-
541465	REPAIR - OFFICE EQUIP	-	-	-	-	-
541510	OFFICE SUPPLIES	345	2,500	2,500	2,500	2,500
541520	OPERATING EXPENSE	1,205	1,500	1,000	1,000	1,000
541540	PUBL/SUBS/MEMBER	-	-	-	-	-
541541	EDUCATION	-	-	-	-	-
	OPERATING EXPENSES	168,718	156,540	31,300	31,300	31,300
541646	COMPUTER EQUIP	-	-			
541648	AUTOMOTIVE CAP LEASE	5,929	3,750	3,750	3,750	3,750
	CAPITAL OUTLAY	5,929	3,750	3,750	3,750	3,750
	INTEREST	1,051	-	-	-	-
	NON OPERATING	1,051	-	-	-	-
TOTAL PUBLIC WORKS ADMIN		$ 514,847	$ 405,945	$ 242,025	$ 242,025	$ 337,689

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 -2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	501	PUBLIC WORKS				
DIV	39	BUILDING MAINTENANCE				
541120	SALARIES-REGULAR	$ 142,811	$ 136,095	$ 93,515	$ 93,515	$ 47,719
541140	SALARIES - OVERTIME	10,461	5,000	5,000	5,000	-
541210	FICA	11,174	10,795	7,540	7,536	3,650
541220	RETIREMENT	22,661	10,400	7,155	7,155	3,588
541230	LIFE AND HEALTH	75,808	24,395	13,965	13,965	10,536
	PERSONNEL EXPENSES	262,915	186,685	127,175	127,171	65,493
541311	EMPLOYEE PHYSICALS	1,583	800	800	800	800
541340	OTHER CONTRACTED SVC	2,863	-	-	-	-
541341	UNIFORM RENTAL/LAUN	8,753	8,500	4,000	4,000	4,000
541440	RENTALS & LEASES	408	-	-	-	-
541461	REPAIR & MAIN BUILD	346	-	-	-	-
541493	GENERAL EXPENSES	7,042	1,000	3,000	1,000	1,000
541520	OPERATING EXPENSE	47,530	35,000	30,000	30,000	30,000
541550	SMALL TOOLS & SUPP	-	-	-	-	-
	OPERATING EXPENSES	68,525	45,300	37,800	35,800	35,800
541620	BUILDING IMPROVEMENT	-	-	-	-	-
541640	MACHINERY & EQUIP	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
TOTAL PUBLIC WORKS - BLDG MTCE		$ 331,440	$ 231,985	$ 164,975	$ 162,971	$ 101,293

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	502	PUBLIC WORKS				
DIV	41	ROADS & STREETS				
541120	SALARIES-REGULAR	$ 330,257	$ 272,315	$ 184,810	$ 184,810	$ 191,976
541140	SALARIES - OVERTIME	32,859	5,000	5,000	5,000	-
541210	FICA	27,097	21,215	14,520	14,520	14,686
541220	RETIREMENT	10,649	20,435	13,780	13,780	14,437
541230	LIFE AND HEALTH	25,320	46,210	32,065	32,065	33,985
	PERSONNEL EXPENSES	426,182	365,175	250,175	250,176	255,084
541311	EMPLOYEE PHYSICALS	-	-	-	-	100
541340	OTHER CONTRACTED S	97,389	65,000	62,000	62,000	53,000
541341	UNIFORM RENTAL/LAUND	4,236	4,500	3,000	3,000	3,000
541440	RENTALS & LEASES	200	-	-	-	-
541467	REPAIRS - MACH & EQUIP	7,048	9,000	5,000	5,000	5,000
541493	GENERAL EXPENSES	7,189	5,000	3,500	3,500	3,500
541520	OPERATING EXPENSE	63,056	43,500	63,000	43,500	43,500
541530	ROAD MATERIALS & S	12,684	8,000	5,000	5,000	5,000
541550	SMALL TOOLS	-	-	-	-	-
	OPERATING EXPENSES	191,802	135,000	141,500	122,000	113,100
541640	MACHINERY & EQUIP	2,936	20,000	-	10,000	10,000
	CAPITAL OUTLAY	2,936	20,000	-	10,000	10,000
TOTAL ROADS & STREETS		$ 620,920	$ 520,175	$ 391,675	$ 382,176	$ 378,184

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	001	GENERAL FUND				
DEPT	503	PUBLIC WORKS				
DIV	49	VEHICLE MAINTENANCE				
541120	SALARIES-REGULAR	$ 214,055	$ 243,050	$ 20,255	$ 20,225	$ 118,662
541140	SALARIES - OVERTIME	-	-	-	-	-
541210	FICA	16,110	18,595	1,550	1,550	9,078
541220	RETIREMENT	14,821	17,915	17,245	17,245	8,923
541230	LIFE AND HEALTH	26,673	37,170	2,820	2,820	14,163
	PERSONNEL EXPENSES	271,659	316,730	41,870	41,840	150,826
541340	OTHER CONTRACTED SVC	-	-	250,000	250,000	125,000
541341	UNIFORM RENTAL	9,835	7,500	3,000	600	600
541450	GAS, OIL, GREASE	439,359	328,000	300,000	200,000	200,000
541520	OPERATING EXPENSE	247,157	200,000	199,000	150,000	100,000
541528	SOFTWARE LICENSING	-	-	-	15,000	-
541541	EDUCATION	-	-	-	-	5,000
	OPERATING EXEPNESES	696,351	535,500	752,000	615,600	430,600
541640	MACHINERY & EQUIP	-	-	-	20,000	20,000
541561	AUTOMOTIVE EQUIP	-	-	-	-	-
541642	OFFICE FURNITURE & EUIP	-	-	-	-	-
541646	COMPUTER EQUIPMENT	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	20,000	20,000
TOTAL VEHICLE MTCE		$ 968,010	$ 852,230	$ 793,870	$ 677,440	$ 601,426
TOTAL PUBLIC WORKS DEPARTMENT - GEN. GOV.		$ 2,435,217	$ 2,010,335	$ 1,592,545	$ 1,464,612	$ 1,418,592

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	176	TRANSPORTATION				
DEPT	502	PUBLIC WORKS				
DIV	47	TRANSPORTATION				
541120	SALARIES-REGULAR	$ 248,035	$ 112,000	$ -	$ -	$ -
541140	SALARIES - OVERTIME	2,303	-	-	-	-
541210	FICA	20,134	8,570	-	-	-
541220	RETIREMENT	13,164	8,255	-	-	-
541230	LIFE AND HEALTH	24	31,590	-	-	-
541240	WORKERS COMP	-	-	-	-	-
	PERSONNEL EXPENSES	283,660	160,415	-	-	-
541340	OTHER CONTRACTED SVC	-	-	-	-	-
541520	OPERATING EXPENSE	109,608	71,175	-	-	-
	BUS CIRCULATOR EXP	-	53,330	228,870	228,870	228,870
	OPERATING EXPENSES	109,608	124,505	228,870	228,870	228,870
541630	IMPROV - MILLING	-	800,000	650,000	475,282	475,282
541640	MACHINERY & EQUIP	-	-	-	-	-
541803	NW 139 STREET	-	-	-	-	-
541805	NW 143 STREET	-	-	-	-	-
541804	NW 128 STREET	-	-	-	-	-
541807	RUTLAND ST ROADWAY	-	-	-	-	-
541809	38TH AVE IMPROVEMENTS	-	-	-	-	-
541810	CIRCULATOR - MPO	47,369	-	-	-	-
541816	BUS SHELTERS	-	60,000	60,000	-	-
541830	GATEWAY ROUNDABOUT	416,145	-	-	-	-
541831	PERVIZ AVE RESURFACING	-	700,000	-	-	-
541832	SHARAR AVE SIDEWALK	-	868,410	-	-	-
	CAPITAL OUTLAY	463,514	2,428,410	710,000	475,282	475,282
541915	RETAINED EARNINGS	-	-	-	-	-
	NON-OPERATING	-	-	-	-	-
TOTAL TRANSPORTATION		$ 856,782	$ 2,713,330	$ 938,870	$ 704,152	$ 704,152

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	410	SOLID WASTE				
DEPT	504	PUBLIC WORKS				
DIV	34	GARBAGE / SOLID WASTE DISPOSAL				
534120	SALARIES - REGULAR	$ 6,117	$ 23,315	$ -	$ -	$ -
534140	SALARIES - OVERTIME	269	-	-	-	-
534210	FICA	489	1,785	-	-	-
534220	RETIREMENT	-	1,720	-	-	-
534230	LIFE AND HEALTH	968	5,395	-	-	-
	PERSONNEL EXPENSES	7,843	32,215	-	-	-
534312	OTHER PROFESSIONAL	-	20,000	-	-	-
534340	OTHR CONTR SVCS	932,950	903,450	996,535	996,535	996,535
534391	REIMBURSEMENT - AD	121,160	129,445	54,060	54,060	54,060
534431	SOLID WASTE DISPOSAL	105,842	80,000	60,000	60,000	60,000
534451	INSURANCE	-	-	-	-	-
534450	GAS, OIL, GREASE	-	72,000	14,135	14,135	14,135
534592	CURBSIDE RECYCLING	58,148	63,600	63,000	63,000	63,000
	OPERATING EXPENSES	1,218,100	1,268,495	1,187,730	1,187,730	1,187,730
534915	RETAINED EARNINGS	-	181,790	-	-	-
534916	RESERVE SICK/ANNUA	-	17,500	17,500	17,500	17,500
	OBLIGATION TO COUNTY	-	-	-	-	456,001
	NON-OPERATING EXP	-	199,290	17,500	17,500	473,501
TOTAL SOLID WASTE		$ 1,225,943	$ 1,500,000	$ 1,205,230	$ 1,205,230	$ 1,661,231

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	504	PUBLIC WORKS				
DIV	63	METER READER				
533120	SALARIES - REGULAR	$ 165,388	$ 311,990	$ 131,635	$ 131,635	$ 169,085
533140	SALARIES - OVERTIME	2,346	5,000	5,000	-	-
533210	FICA	12,771	24,250	10,455	10,070	12,935
533220	RETIREMENT	11,405	23,360	9,920	9,557	12,715
533230	LIFE AND HEALTH	24,115	45,600	22,875	22,875	33,943
	PERSONNEL EXPENSES	216,025	410,200	179,885	174,137	228,678
533341	UNIFORM RENTAL	1,806	2,000	1,000	1,000	1,000
533461	REPAIRS - BUILDING	8,736	-	-	-	-
533520	OPERATING EXPENSE	33,444	30,000	40,000	40,000	20,000
	OPERATING EXPENSES	43,986	32,000	41,000	41,000	21,000
533630	IMPROV OTHER THAN	2,107	100,000	95,000	102,485	80,000
533640	MACHINERY & EQUIPM	(20,529)	-	-	-	-
533643	COMMUNICATION EQUIP	-	-	-	-	-
533648	VEHICLE LEASE/PURCHASE	1,000	7,485	7,485	7,485	7,485
	CAPITAL OUTLAY	(17,422)	107,485	102,485	109,970	87,485
533991	OPEB OBLIGATION EXP	21,857	-	-	-	-
533720	INTEREST	1,577	-	-	-	-
	NON-OPERATING EXP	23,434	-	-	-	-
TOTAL METER READER		$ 266,023	$ 549,685	$ 323,370	$ 325,107	$ 337,163

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	504	PUBLIC WORKS				
DIV	64	WATER SERVICES				
533120	SALARIES - REGULAR	$ 207,249	$ 296,500	$ 139,505	$ 242,500	$ 63,455
533140	SALARIES - OVERTIME	14,124	5,000	5,000	5,000	5,000
533210	FICA	16,237	23,065	11,055	18,934	4,854
533220	RETIREMENT	9,308	22,220	10,490	17,969	4,772
533230	LIFE AND HEALTH	23,257	55,445	20,805	37,125	12,851
	PERSONNEL EXPENSES	270,175	402,230	186,855	321,527	90,932
533301	DERM EXP SERVICE FEE	566,843	-	570,000	570,000	604,000
533312	OTHER PROFESSIONAL	14,029	18,000	12,000	12,000	12,000
533340	OTHER CONTRACTED SVC	57,435	10,000	5,000	5,000	90,000
533341	UNIFORM RENTAL	7,983	8,000	3,500	3,500	3,500
533433	PURCHASE OF WATER	1,615,360	1,615,000	1,260,000	1,260,000	1,260,000
533440	RENTALS & LEASES	4,507	6,000	3,500	3,500	3,500
533450	GAS, OIL, GREASE	-	64,800	60,000	60,000	60,000
533467	REPAIRS - MACH & E	850	4,000	5,500	5,500	5,500
533520	OPERATING EXPENSE	31,818	50,000	25,000	25,000	25,000
533522	HARDSHIP ASSISTANCE	14,578	9,000	11,495	11,495	-
533523	EQUIP REPLACEMENT	9,705	10,000	10,000	7,500	7,500
533524	OPERATING RESERVE	1,304	-	-	-	-
533540	PUB/SUBS/MEMBERSHIP	87	1,500	-	-	-
533541	EDUCATIONAL COSTS	720	2,000	2,000	2,000	1,000
533555	SMALL TOOLS & SUPP	83	1,000	1,000	1,000	500
	OPERATING EXPENSES	2,325,302	1,799,300	1,968,995	1,966,495	2,072,500
533630	IMPROV OTHER THAN	-	-	-	-	-
5336314	SRF PROJECTS - WATER	-	7,067,875	-	7,067,875	-
5336315	CAIRO LANE	-	233,895	-	233,895	-
533640	MACHINERY & EQUIPM	30,504	-	-	32,410	30,000
533643	COMMUNICATION EQUI	-	-	-	-	-
533648	VEHICLE LEASE/PURC	2,000	26,200	26,200	51,600	26,200
	CAPITAL OUTLAY	32,504	7,327,970	26,200	7,385,780	56,200
533720	INTEREST	2,629	-	-	-	-
533822	DEMOLITION	-	-	-	-	-
533980	DEPRECIATION	634,042	300,000	300,000	-	-
	NON-OPERATING EXP	636,671	300,000	300,000	-	-
TOTAL WATER SERVICES		$ 3,264,652	$ 9,829,500	$ 2,482,050	$ 9,673,802	$ 2,219,632

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	504	PUBLIC WORKS				
DIV	35	SEWER SERVICES				
535110	SALARIES - EXECUTIVE	$ -	$ 273,960	$ 76,500	$ 76,500	$ 93,250
535120	SALARIES - REGULAR	215,857	500,085	139,755	195,755	287,209
535140	SALARIES - OVERTIME	10,008	10,000	10,000	7,500	10,000
535210	FICA	16,956	59,980	17,310	21,401	29,105
535220	RETIREMENT	21,896	57,785	16,430	21,317	33,099
535230	LIFE AND HEALTH	25,455	88,990	25,760	35,100	57,443
	PERSONNEL EXPENSES	290,172	990,800	285,755	357,574	510,106
535311	EMPLOYEE PHYSICALS	335	500	120	120	500
535340	OTHER CONTRACTED S	165,517	58,800	50,000	50,000	34,000
535341	UNIFORM RENTAL	2,334	1,500	1,500	1,500	1,500
535390	CONTINGENCIES	5,275	-	-	-	-
535391	REIMBURSEMENT - ADMIN	942,500	1,049,550	1,413,875	1,413,875	1,000,000
535430	ELEC/GAS/WATER	64,171	60,000	60,000	60,000	60,000
535432	SEWAGE DISPOSAL	2,499,623	2,516,620	2,700,000	2,700,000	2,700,000
535440	RENTALS & LEASES	22,437	18,000	3,500	3,500	3,500
535461	REPAIRS - BLDG & EQUIP	1,360	10,000	3,500	3,500	3,500
535493	GENERAL EXPENSES	-	-	-	-	-
535520	OPERATING EXPENSE	49,113	35,000	38,000	38,000	20,000
535528	SOFTWARE LICENSING	-	2,100	-	-	-
535541	EDUCATIONAL COSTS	60	1,500	1,500	1,500	1,000
	DEBT DUE TO MWASD					413,875
	OPERATING EXPENSES	3,752,725	3,753,570	4,271,995	4,271,995	4,237,875
535630	IMPROV OTHER THAN	96,096	-	-	-	-
5356302	LIFT STATION 11B I	-	300,000	-	-	-
5356303	LIFT STATION 11C I	7,475	-	-	-	-
5356304	LIFT STATION 7 IMP	3,000	700,000	-	-	-
5356305	LIFT STATION 7A IM	-	-	-	-	-
5356312	LIFT STATION 5 IMP	-	-	-	-	-
5356314	SRF PROJECTS - SEWER	-	5,907,235	-	-	-
5356315	CAIRO LANE	49,533	377,860	-	-	-
535640	MACHINERY & EQUIPM	-	-	-	-	-
535646	COMPUTER EQUIPMENT	5,887	7,900	-	-	-
535648	AUTO LEASE / PURCHASE	-	24,000	-	-	-
	CAPITAL OUTLAY	161,991	7,316,995	-	-	-
535915	RETAINED EARNINGS	-	500,000	375,000	500,000	-
535916	RESERVE SICK/ACCRU	-	17,500	17,500	17,500	17,500
	SEPARATION RESERVE	-	-	-	-	50,000
	NON-OPERATING EXP	-	517,500	392,500	517,500	67,500
TOTAL SEWER SERVICES		$ 4,204,888	$ 12,578,865	$ 4,950,250	$ 5,147,069	$ 4,815,481

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	504	PUBLIC WORKS				
DIV	38	CUSTOMER SERVICE				
533120	SALARIES - REGULAR	$ 140,435	$ 108,555	$ 52,065	$ 52,065	$ 52,065
533140	SALARIES - OVERTIME	5,678	-	-	-	-
533210	FICA	11,034	8,305	3,985	3,985	3,983
533220	RETIREMENT	5,089	8,000	3,780	3,780	3,780
533230	LIFE AND HEALTH	16,946	11,020	4,710	4,710	4,710
	PERSONNEL EXPENSES	179,182	135,880	64,540	64,540	64,538
533467	REPAIRS - MACH & E	-	-	-	-	-
533520	OPERATING EXPENSE	369	2,500	1,000	500	500
	OPERATING EXPENSES	369	2,500	1,000	500	500
TOTAL CUSTOMER SERVICE		$ 179,551	$ 138,380	$ 65,540	$ 65,040	$ 65,038
TOTAL PUBLIC WORKS - WATER & SEW.		$ 7,915,114	$ 23,096,430	$ 7,821,210	$ 15,211,018	$ 7,437,314

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	450	STORM WATER MANAGEMENT				
DEPT	504	PUBLIC WORKS				
DIV	43	STORM WATER MANAGEMENT				
538120	SALARIES - REGULAR	$ 29,875	$ 33,439	$ 51,690	$ 51,690	$ 85,613
538140	SALARIES - OVERTIME	5,715	4,012	5,000	5,000	5,000
538210	FICA	2,529	2,827	4,335	4,340	6,549
538220	RETIREMENT	3,581	4,566	4,180	4,115	6,438
538230	LIFE AND HEALTH	13,261	17,186	10,760	10,765	15,827
	PERSONNEL EXPENSES	54,961	62,030	75,965	75,910	119,427
538312	OTHER PROFESSIONAL	-	600	-	-	-
538340	OTHER CONTRACTED S	140,237	484,188	346,325	346,325	310,000
538341	UNIFORM RENTAL	1,755	1,508	1,500	1,500	1,500
538391	REIMBURSEMENT - ADMIN	8,506	13,895	13,330	13,330	65,000
538400	TRAVEL & PER DIEM	-	653	-	-	-
538440	RENTALS & LEASES	-	1,342	-	-	-
538451	INSURANCE	1,650	-	10,000	10,000	10,000
538467	REPAIRS - MACH & EQUIP	-	18,918	10,000	10,000	10,000
538520	OPERATING EXPENSE	8,038	5,165	9,930	9,930	5,000
538541	EDUCATIONAL COSTS	1,953	1,486	2,000	2,000	1,500
	OPERATING EXPENSES	162,139	527,755	393,085	393,085	403,000
5386314	SRF PROJECTS - ST WTR	-	-	11,678,200	11,678,200	-
5386315	CAIRO LANE	-	-	879,505	879,505	-
5386316	NW 127 ST IMPROVEM	-	-	-	-	-
5386327	BURLINGTON CANAL	-	-	700,000	700,000	-
538640	MACHINERY & EQUIP	8,946	16,001	68,020	259,060	-
538646	COMPUTER EQUIPMENT	-	-	-	-	-
	CAPITAL OUTLAYS	8,946	16,001	13,325,725	13,516,765	-
538720	INTEREST	-	6,725	-	-	-
538970	BAD DEBTS	-	6,817	-	-	-
538980	DEPRECIATION	69,647	81,524	-	-	-
538991	OPEB OBLIGATION EXP	2,644	1,106	-	-	-
	RETAINED EARNINGS	-	-	-	-	-
	NON-OPERATING EXP	72,291	96,172	-	-	-
TOTAL PUBLIC WORKS - STORM WAT.		$ 298,337	$ 701,958	$ 13,794,775	$ 13,985,760	$ 522,427

Proprietary Funds
(SEE PUBLIC WORKS)

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

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016-2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	410	SOLID WASTE				
DEPT	504	PUBLIC WORKS				
DIV	34	GARBAGE / SOLID WASTE DISPOSAL				
534120	SALARIES - REGULAR	$ 6,117	$ 23,315	$ -	$ -	$ -
534140	SALARIES - OVERTIME	269	-	-	-	-
534210	FICA	489	1,785	-	-	-
534220	RETIREMENT	-	1,720	-	-	-
534230	LIFE AND HEALTH	968	5,395	-	-	-
	PERSONNEL EXPENSES	7,843	32,215	-	-	-
534312	OTHER PROFESSIONAL	-	20,000	-	-	-
534340	OTHR CONTR SVCS	932,950	903,450	996,535	996,535	996,535
534391	REIMBURSEMENT - AD	121,160	129,445	54,060	54,060	54,060
534431	SOLID WASTE DISPOSAL	105,842	80,000	60,000	60,000	60,000
534451	INSURANCE	-	-	-	-	-
534450	GAS, OIL, GREASE	-	72,000	14,135	14,135	14,135
534592	CURBSIDE RECYCLING	58,148	63,600	63,000	63,000	63,000
	OPERATING EXPENSES	1,218,100	1,268,495	1,187,730	1,187,730	1,187,730
534915	RETAINED EARNINGS	-	181,790	-	-	-
534916	RESERVE SICK/ANNUA	-	17,500	17,500	17,500	17,500
	OBLIGATION TO COUNTY	-	-	-	-	456,001
	NON-OPERATING EXP	-	199,290	17,500	17,500	473,501
TOTAL SOLID WASTE		$ 1,225,943	$ 1,500,000	$ 1,205,230	$ 1,205,230	$ 1,661,231
TOTAL SOLID WASTE FUND		$ 1,225,943	$ 1,500,000	$ 1,205,230	$ 1,205,230	$ 1,661,231

*This graphic also appears in public works

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

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

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	504	PUBLIC WORKS				
DIV	63	METER READER				
533120	SALARIES - REGULAR	$ 165,388	$ 311,990	$ 131,635	$ 131,635	$ 169,085
533140	SALARIES - OVERTIME	2,346	5,000	5,000	-	-
533210	FICA	12,771	24,250	10,455	10,070	12,935
533220	RETIREMENT	11,405	23,360	9,920	9,557	12,715
533230	LIFE AND HEALTH	24,115	45,600	22,875	22,875	33,943
	PERSONNEL EXPENSES	216,025	410,200	179,885	174,137	228,678
533341	UNIFORM RENTAL	1,806	2,000	1,000	1,000	1,000
533461	REPAIRS - BUILDING	8,736	-	-	-	-
533520	OPERATING EXPENSE	33,444	30,000	40,000	40,000	20,000
	OPERATING EXPENSES	43,986	32,000	41,000	41,000	21,000
533630	IMPROV OTHER THAN	2,107	100,000	95,000	102,485	80,000
533640	MACHINERY & EQUIPM	(20,529)	-	-	-	-
533643	COMMUNICATION EQUIP	-	-	-	-	-
533648	VEHICLE LEASE/PURCHASE	1,000	7,485	7,485	7,485	7,485
	CAPITAL OUTLAY	(17,422)	107,485	102,485	109,970	87,485
533991	OPEB OBLIGATION EXP	21,857	-	-	-	-
533720	INTEREST	1,577	-	-	-	-
	NON-OPERATING EXP	23,434	-	-	-	-
TOTAL METER READER		$ 266,023	$ 549,685	$ 323,370	$ 325,107	$ 337,163

*This graphic also appears in public works

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	504	PUBLIC WORKS				
DIV	64	WATER SERVICES				
533120	SALARIES - REGULAR	$ 207,249	$ 296,500	$ 139,505	$ 242,500	$ 63,455
533140	SALARIES - OVERTIME	14,124	5,000	5,000	5,000	5,000
533210	FICA	16,237	23,065	11,055	18,934	4,854
533220	RETIREMENT	9,308	22,220	10,490	17,969	4,772
533230	LIFE AND HEALTH	23,257	55,445	20,805	37,125	12,851
	PERSONNEL EXPENSES	270,175	402,230	186,855	321,527	90,932
533301	DERM EXP SERVICE FEE	566,843	-	570,000	570,000	604,000
533312	OTHER PROFESSIONAL	14,029	18,000	12,000	12,000	12,000
533340	OTHER CONTRACTED SVC	57,435	10,000	5,000	5,000	90,000
533341	UNIFORM RENTAL	7,983	8,000	3,500	3,500	3,500
533433	PURCHASE OF WATER	1,615,360	1,615,000	1,260,000	1,260,000	1,260,000
533440	RENTALS & LEASES	4,507	6,000	3,500	3,500	3,500
533450	GAS, OIL, GREASE	-	64,800	60,000	60,000	60,000
533467	REPAIRS - MACH & E	850	4,000	5,500	5,500	5,500
533520	OPERATING EXPENSE	31,818	50,000	25,000	25,000	25,000
533522	HARDSHIP ASSISTANCE	14,578	9,000	11,495	11,495	-
533523	EQUIP REPLACEMENT	9,705	10,000	10,000	7,500	7,500
533524	OPERATING RESERVE	1,304	-	-	-	-
533540	PUB/SUBS/MEMBERSHIP	87	1,500	-	-	-
533541	EDUCATIONAL COSTS	720	2,000	2,000	2,000	1,000
533555	SMALL TOOLS & SUPP	83	1,000	1,000	1,000	500
	OPERATING EXPENSES	2,325,302	1,799,300	1,968,995	1,966,495	2,072,500
533630	IMPROV OTHER THAN	-	-	-	-	-
5336314	SRF PROJECTS - WATER	-	7,067,875	-	7,067,875	-
5336315	CAIRO LANE	-	233,895	-	233,895	-
533640	MACHINERY & EQUIPM	30,504	-	-	32,410	30,000
533643	COMMUNICATION EQUI	-	-	-	-	-
533648	VEHICLE LEASE/PURC	2,000	26,200	26,200	51,600	26,200
	CAPITAL OUTLAY	32,504	7,327,970	26,200	7,385,780	56,200
533720	INTEREST	2,629	-	-	-	-
533822	DEMOLITION	-	-	-	-	-
533980	DEPRECIATION	634,042	300,000	300,000	-	-
	NON-OPERATING EXP	636,671	300,000	300,000	-	-
TOTAL WATER SERVICES		$ 3,264,652	$ 9,829,500	$ 2,482,050	$ 9,673,802	$ 2,219,632

*This graphic also appears in public works

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	504	PUBLIC WORKS				
DIV	35	SEWER SERVICES				
535110	SALARIES - EXECUTIVE	$ -	$ 273,960	$ 76,500	$ 76,500	$ 93,250
535120	SALARIES - REGULAR	215,857	500,085	139,755	195,755	287,209
535140	SALARIES - OVERTIME	10,008	10,000	10,000	7,500	10,000
535210	FICA	16,956	59,980	17,310	21,401	29,105
535220	RETIREMENT	21,896	57,785	16,430	21,317	33,099
535230	LIFE AND HEALTH	25,455	88,990	25,760	35,100	57,443
	PERSONNEL EXPENSES	290,172	990,800	285,755	357,574	510,106
535311	EMPLOYEE PHYSICALS	335	500	120	120	500
535340	OTHER CONTRACTED S	165,517	58,800	50,000	50,000	34,000
535341	UNIFORM RENTAL	2,334	1,500	1,500	1,500	1,500
535390	CONTINGENCIES	5,275	-	-	-	-
535391	REIMBURSEMENT - ADMIN	942,500	1,049,550	1,413,875	1,413,875	1,000,000
535430	ELEC/GAS/WATER	64,171	60,000	60,000	60,000	60,000
535432	SEWAGE DISPOSAL	2,499,623	2,516,620	2,700,000	2,700,000	2,700,000
535440	RENTALS & LEASES	22,437	18,000	3,500	3,500	3,500
535461	REPAIRS - BLDG & EQUIP	1,360	10,000	3,500	3,500	3,500
535493	GENERAL EXPENSES	-	-	-	-	-
535520	OPERATING EXPENSE	49,113	35,000	38,000	38,000	20,000
535528	SOFTWARE LICENSING	-	2,100	-	-	-
535541	EDUCATIONAL COSTS	60	1,500	1,500	1,500	1,000
	DEBT DUE TO MWASD					413,875
	OPERATING EXPENSES	3,752,725	3,753,570	4,271,995	4,271,995	4,237,875
535630	IMPROV OTHER THAN	96,096	-	-	-	-
5356302	LIFT STATION 11B I	-	300,000	-	-	-
5356303	LIFT STATION 11C I	7,475	-	-	-	-
5356304	LIFT STATION 7 IMP	3,000	700,000	-	-	-
5356305	LIFT STATION 7A IM	-	-	-	-	-
5356312	LIFT STATION 5 IMP	-	-	-	-	-
5356314	SRF PROJECTS - SEWER	-	5,907,235	-	-	-
5356315	CAIRO LANE	49,533	377,860	-	-	-
535640	MACHINERY & EQUIPM	-	-	-	-	-
535646	COMPUTER EQUIPMENT	5,887	7,900	-	-	-
535648	AUTO LEASE / PURCHASE	-	24,000	-	-	-
	CAPITAL OUTLAY	161,991	7,316,995	-	-	-
535915	RETAINED EARNINGS	-	500,000	375,000	500,000	-
535916	RESERVE SICK/ACCRU	-	17,500	17,500	17,500	17,500
	SEPARATION RESERVE	-	-	-	-	50,000
	NON-OPERATING EXP	-	517,500	392,500	517,500	67,500
TOTAL SEWER SERVICES		$ 4,204,888	$ 12,578,865	$ 4,950,250	$ 5,147,069	$ 4,815,481

*This graphic also appears in public works

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	504	PUBLIC WORKS				
DIV	38	CUSTOMER SERVICE				
533120	SALARIES - REGULAR	$ 140,435	$ 108,555	$ 52,065	$ 52,065	$ 52,065
533140	SALARIES - OVERTIME	5,678	-	-	-	-
533210	FICA	11,034	8,305	3,985	3,985	3,983
533220	RETIREMENT	5,089	8,000	3,780	3,780	3,780
533230	LIFE AND HEALTH	16,946	11,020	4,710	4,710	4,710
	PERSONNEL EXPENSES	179,182	135,880	64,540	64,540	64,538
533467	REPAIRS - MACH & E	-	-	-	-	-
533520	OPERATING EXPENSE	369	2,500	1,000	500	500
	OPERATING EXPENSES	369	2,500	1,000	500	500
TOTAL CUSTOMER SERVICE		$ 179,551	$ 138,380	$ 65,540	$ 65,040	$ 65,038
TOTAL PUBLIC WORKS - WATER & SEW.		$ 7,915,114	$ 23,096,430	$ 7,821,210	$ 15,211,018	$ 7,437,314

*This graphic also appears in public works

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 Storm water 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

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	450	STORM WATER MANAGEMENT				
DEPT	504	PUBLIC WORKS				
DIV	43	STORM WATER MANAGEMENT				
538120	SALARIES - REGULAR	$ 29,875	$ 33,439	$ 51,690	$ 51,690	$ 85,613
538140	SALARIES - OVERTIME	5,715	4,012	5,000	5,000	5,000
538210	FICA	2,529	2,827	4,335	4,340	6,549
538220	RETIREMENT	3,581	4,566	4,180	4,115	6,438
538230	LIFE AND HEALTH	13,261	17,186	10,760	10,765	15,827
	PERSONNEL EXPENSES	54,961	62,030	75,965	75,910	119,427
538312	OTHER PROFESSIONAL	-	600	-	-	-
538340	OTHER CONTRACTED S	140,237	484,188	346,325	346,325	310,000
538341	UNIFORM RENTAL	1,755	1,508	1,500	1,500	1,500
538391	REIMBURSEMENT - ADMIN	8,506	13,895	13,330	13,330	65,000
538400	TRAVEL & PER DIEM	-	653	-	-	-
538440	RENTALS & LEASES	-	1,342	-	-	-
538451	INSURANCE	1,650	-	10,000	10,000	10,000
538467	REPAIRS - MACH & EQUIP	-	18,918	10,000	10,000	10,000
538520	OPERATING EXPENSE	8,038	5,165	9,930	9,930	5,000
538541	EDUCATIONAL COSTS	1,953	1,486	2,000	2,000	1,500
	OPERATING EXPENSES	162,139	527,755	393,085	393,085	403,000
5386314	SRF PROJECTS - ST WTR	-	-	11,678,200	11,678,200	-
5386315	CAIRO LANE	-	-	879,505	879,505	-
5386316	NW 127 ST IMPROVEM	-	-	-	-	-
5386327	BURLINGTON CANAL	-	-	700,000	700,000	-
538640	MACHINERY & EQUIP	8,946	16,001	68,020	259,060	-
538646	COMPUTER EQUIPMENT	-	-	-	-	-
	CAPITAL OUTLAYS	8,946	16,001	13,325,725	13,516,765	-
538720	INTEREST	-	6,725	-	-	-
538970	BAD DEBTS	-	6,817	-	-	-
538980	DEPRECIATION	69,647	81,524	-	-	-
538991	OPEB OBLIGATION EXP	2,644	1,106	-	-	-
	RETAINED EARNINGS	-	-	-	-	-
	NON-OPERATING EXP	72,291	96,172	-	-	-
TOTAL PUBLIC WORKS - STORM WAT.		$ 298,337	$ 701,958	$ 13,794,775	$ 13,985,760	$ 522,427

Capital Projects

Capital Projects

DEPARTMENT DESCRIPTION

The Capital Projects Fund includes capital improvement projects such as:

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

The project 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.

General Fund Capital Improvement Projects

Community Resource Center - Total award is $221,917, awarded by Public Housing and Community Development (CDBG) pass-through from U.S. Housing and Urban Development. Interior demolition, roofing, mold remediation, and ADA complaint bathrooms, are expected to be completed by year-end. This project is expected to be completed within budget year.

Brownfield - Total award is $400,000 of which the City expects to perform $235,000 of phase 1 and 2 assessment in FY 2016-2017.

Historic City Hall - Total award is $2,400,000, of which $2m was award from General Obligation Bond (GOB), and $400,000 from State Historic Preservation grant, awarded in 2012 and 2015, respectively. The City expects to perform $700,000 in construction. This project is on going from previous budget years and estimated to be 80% completed at years beginning. This project is expected to be completed by June 2016.

Enterprise Fund Capital Improvement Projects

Pump Station 7 - total expected project costs of $163,245. The City was awarded $213,000 by U.S. Department of Environmental Protection. Forced main replacement will be completed within budget year.

Cairo Lane and NW 127th Drainage and Roadway Improvements - total expected project costs are $5.31m, with $1m being awards from Legislative Appropriations LP13036/LP131037, and $4.31m being covered by State Revolving Loan Fund.

Burlington Street Canal - total expected project costs of $700,000. The City was award $700,000 by Legislative Appropriation LP13035. Slope stabilization, and bank restorations are expected to be completed within budget year.

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	320	CAPITAL PROJECTS				
DEPT	500	PUBLIC WORKS				
DIV	44	ADMINISTRATION - CAPITAL PROJECT FUNDS				
541802	SHERBONDY PARK IMP	$ 286,524	$ -	$ -	$ -	$ -
541805	NW 143 STREET	-	-	-	-	-
541807	RUTLAND ST ROADWAY	56,028	-	-	-	-
541809	38TH AVE IMPROVEMENTS	-	-	319,642	319,642	-
541814	SEGAL PARK IMPROVE	825,248	500,000		-	-
541816	BUS SHELTERS	-	-	-	-	-
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	1,710,250	1,000,000	700,000
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	200,000
	CULTURAL CENTER-ALI BABA	-	-	221,000	369,000	221,000
	TRANS OUT - GEN FUND	-	-	-	-	-
TOTAL CAPITAL PROJECTS - GEN GOVT		$ 1,625,132	$ 10,900,000	$ 2,650,892	$ 2,088,642	$ 1,121,000

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	440	WATER & SEWER				
DEPT	507	CAPITAL PROJECTS				
DIV	75	CAPITAL PROJECTS - WATER & SEWER				
535110	SALARIES - EXECUTIVE	$ -	$ -	$ 79,205	$ 150,405	$ 100,000
535120	SALARIES - REGULAR	-	-	201,140	218,565	31,990
535140	SALARIES - OVERTIME	-	-	-	-	-
535210	FICA	-	-	21,445	16,720	10,097
535220	RETIREMENT	-	-	20,350	15,870	9,926
535230	LIFE AND HEALTH	-	-	36,610	31,070	11,374
	PERSONNEL EXPENSES	-	-	358,750	432,630	163,387
535311	EMPLOYEE PHYSICALS	-	-	-	-	180
535312	OTHER PROFESSIONAL SVC	-	-	638,000	201,000	638,000
535340	OTHER CONTRACTED S	-	-	-	5,000	1,500
535390	CONTINGENCIES	-	-	-	-	-
535400	TRAVEL & PER DIEM	-	-	3,500	5,000	3,500
535430	ELEC/GAS/WATER	-	-	-	-	-
535440	RENTALS & LEASES	-	-	-	5,000	1,500
535461	REPAIRS - BLDG & EQUIP	-	-	-	-	-
535465	REPAIRS - EQUIPMENT	-	-	-	5,000	2,000
535493	GENERAL EXPENSES	-	-	-	1,100	1,000
535510	OFFICE SUPPLIES	-	-	3,500	-	3,500
535520	OPERATING EXPENSE	-	-	5,000	7,000	5,000
535528	SOFTWARE LICENSING	-	-	20,000	20,000	20,000
535540	PUBL / SUBSCR/MEMBER	-	-	900	900	900
535541	EDUCATIONAL COSTS	-	-	3,000	3,000	1,500
	OPERATING EXPENSES	-	-	673,900	253,000	678,580
535630	IMPROV OTHER THAN	-	-	-	-	-
5356302	LIFT STATION 11B I	-	-	-	-	-
5356303	LIFT STATION 11C I	-	-	-	-	-
5356304	LIFT STATION 7 IMP	-	-	163,245	-	163,245
5356312	LIFT STATION 5 IMP	-	-	-	-	-
5356314	SRF PROJECTS - SEWER	-	-	5,500,000	5,500,000	300,151
5356315	CAIRO LANE	-	-	2,300,000	1,550,000	1,850,000
535640	MACHINERY & EQUIPM	-	-	-	-	-
535642	OFFICE FURNITURE	-	-	-	2,100	2,100
535646	COMPUTER EQUIPMENT	-	-	-	-	-
535648	AUTO LEASE / PURCHASE	-	-	10,200	10,200	10,200
	CAPITAL OUTLAY	-	-	7,973,445	7,062,300	2,325,696
535915	RETAINED EARNINGS	-	-	-	-	-
535916	RESERVE SICK/ACCRUAL	-	-	-	-	-
	NON-OPERATING EXP	-	-	-	-	-
TOTAL CAPITAL PRJ - WATER & SEWER		$ -	$ -	$ 9,006,095	$ 7,747,930	$ 3,167,663

CITY OF OPA-LOCKA
EXPENDITURES BY FUND / DEPARTMENT
FY 2016 - 2017

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 BUDGET REQUESTS	FY 2017 PROPOSED
FUND	450	STORM WATER MANAGEMENT				
DEPT	507	CAPITAL PROJECTS				
DIV	76	CAPITAL PROJECTS - STORM WATER				
538312	OTHER PROFESSIONAL	-	-	788,000	788,000	242,775
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	788,000	242,775
5386314	SRF PROJECTS - STRM WTR	-	-	6,280,360	6,280,358	-
5386315	CAIRO LANE	-	-	2,200,000	2,200,000	1,750,000
5386316	NW 127 ST IMPROVEMENT	-	-	-	-	-
5386327	BURLINGTON CANAL	-	-	1,100,000	1,100,000	1,100,000
538640	MACHINERY & EQUIP	-	-	-	-	-
538646	COMPUTER EQUIPMENT	-	-	-	-	-
	CAPITAL OUTLAYS	-	-	9,580,360	9,580,358	3,300,000
	NON-OPERATING EXP	-	-	-	-	-
TOTAL CAPITAL PRJ - STORM WATER		$ -	$ -	$ 10,368,360	$ 10,368,358	$ 3,542,775
TOTAL CAP. PROJ. - GOV. WIDE		$ 1,625,132	$ 10,900,000	$ 22,025,347	$ 20,204,930	$ 7,831,438

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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).

Interfold 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

AMR- Automated Meter Reading

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

Acronyms

FRDAP – Florida Recreation Development Assistance Program

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

Acronyms

OCED – Office of Community and Economic Development

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

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ROW – Right of Way

SEA – Service Efforts and Accomplishments

Acronyms

SFWMD – South Florida Water Management District

SFRTA – South Florida Regional Transit Authority

SLE – Special Law Enforcement

SMS – Short Message Service

SNP – Safe Neighborhood Parks (Miami Dade County)

TIF – Tax Increment Financing

TRIM – Truth in millage

VAWA – Violence Against Women Act

VOCA – Victims of Crime Act