



*City of*  
**OPA-LOCKA**  
*Florida*

## ADOPTED OPERATING BUDGET Fiscal Year 2018

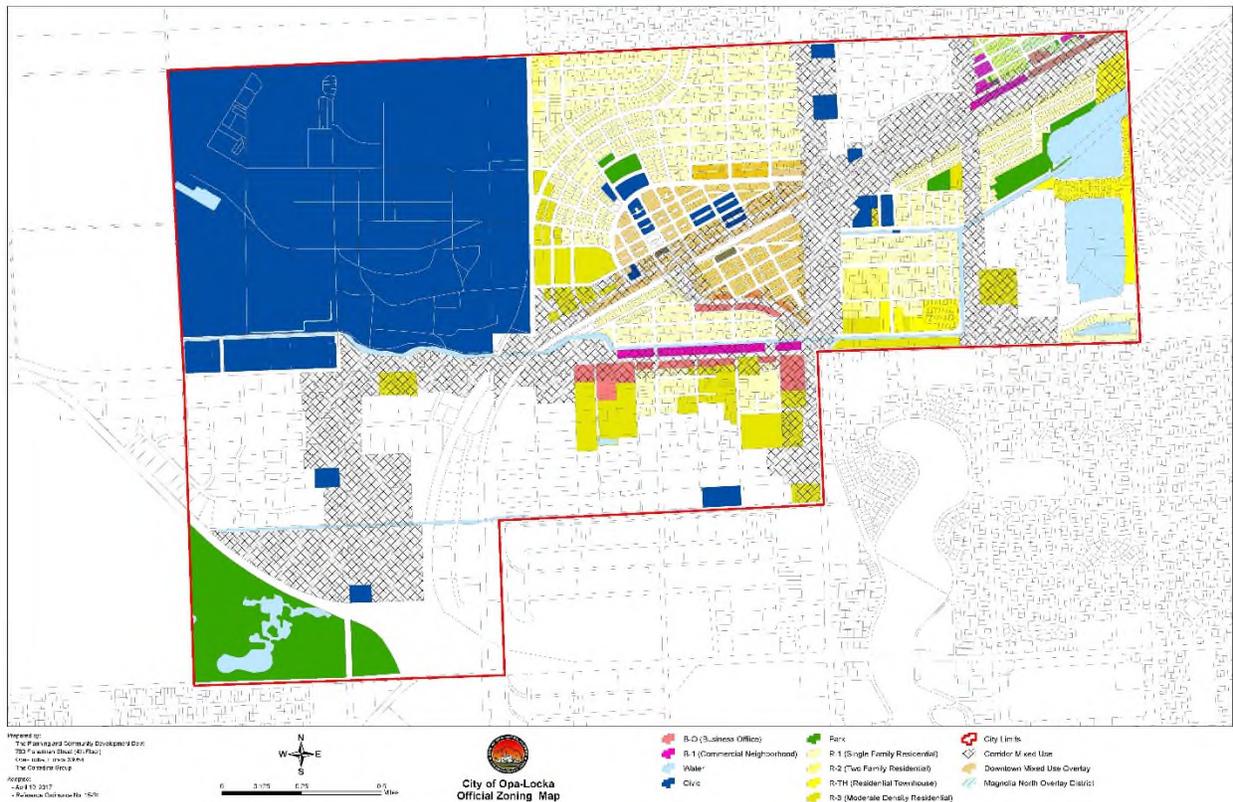


**Ingram Park**

# City Commission



**From top left: Vice Mayor Joseph Kelley, Mayor Myra Taylor, Commissioner Timothy Holmes, Commissioner John Riley, and Commissioner Matthew Pigatt**



## Executive Team

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**Ed Brown**  
**Interim City Manager**

**Daniel Abia**  
**Building Director**

**William Green**  
**Assistant City Manager**

**Aria Austin**  
**Public Works / Capital Improvement  
Director**

**Ernesto Reyes**  
**Assistant City Manager**

**Kierra Ward**  
**Human Resources Director**

**James Dobson**  
**Police Chief**

**Gregory Gay**  
**Planning & Community Development  
/ Community Redevelopment Agency  
Director**

**Vincent Brown**  
**City Attorney**

**Joanna Flores**  
**City Clerk**

**Nelson Rodriquez**  
**Information Technology Director**

**Charles Brown**  
**Parks and Recreation Director**

**Bryan Hamilton**  
**Finance Director**

# Financial Oversight Board

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Eric W. Miller  
Chief Inspector General

Jack Heekin  
Attorney

## ***Board Members:***

Andrew R. Collins, Chairperson

J. D. Patterson Jr.  
Frank Rollason  
Vernita Nelson  
Christian Weiss  
Angela Knecht  
Kim Barnes Mills  
Marie C. Walker

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**Ed Brown**  
**Interim City Manager**



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**Email:** [ebrown@opalockafl.gov](mailto:ebrown@opalockafl.gov)

September 9<sup>th</sup>, 2017

Honorable Mayor and Members of the City Commission:

Pursuant to the City Charter, I respectfully submit the Recommended Fiscal Year 2018 Annual Operating Budget for the period of October 1, 2017 through September 30, 2018. Staff began working on the development of the Fiscal Year 2018 Budget in May. Individual Commission meetings were held in May to begin solidifying the policies through which the budget would be developed. Getting a grasp on the revenues and expenses has been a huge undertaking for the Budget Administrator and I, taking into account that the Budget Administrator had a little more than 3 months to construct a budget from beginning to completion and I have only been working with him for a few weeks. What Staff has discovered is the City of Opa-locka's financial condition is better than originally anticipated. Based on the policy considerations discussed with the Commission, the Recommended Budget will provide the same or improve the current service levels and place priority on the City's financial condition. In spite of the fact 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.

The FY 18 Budget was prepared with unaudited financial statements and accounts for the past two years (FY 15 & FY 16). To include, the most recent Comprehensive Annual Financial Statement for Fiscal Year ending September, 30<sup>th</sup> 2014. Moreover, the City continues under financial emergency and state oversight. As such, the City must submit the tentatively adopted budget and include the changes directed by the Governor. In addition, all amendment requests to the adopted budget must be submitted in writing to the Governor.

## **BUDGET DIRECTION**

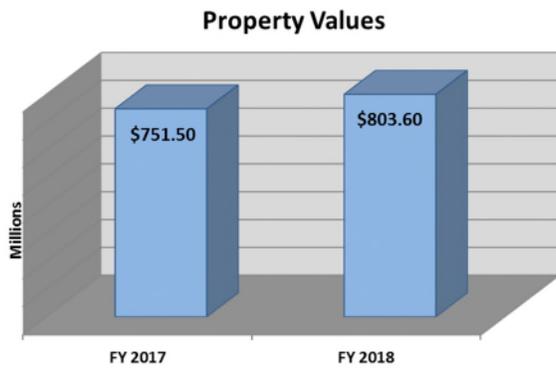
From the individual Commission budget meetings, two Town Hall Budget meetings, and two Budget Workshops staff prepared the Recommended FY 2018 Budget for consideration at the upcoming September 13<sup>th</sup> Public Budget Hearing.

In addition, the goals and priorities provided in the City's Proposed Strategic Plan were used as a guide to prioritize funding in the FY 2017-2018 budget. The City's available resources have been strategically utilized to provide the same level of service as in FY 2017, at a minimum, while accomplishing the targeted objectives for FY 2018. Overall, the FY 2018 priorities are consistent with the priorities in FY 2017; mainly the City's financial recovery, improving City infrastructure, and providing quality services through performance improvement initiatives.

## **CITY TAX**

The 2017-2018 total taxable value for all property in the City of Opa-locka, as provided by the Miami Dade County Property Appraiser's Office, is \$803,622,462. In comparison, the Fiscal Year 2018 taxable value increased by 6.93% or \$52.1 million from Fiscal Year 2017. Property values are one of the key economic factors that affect local

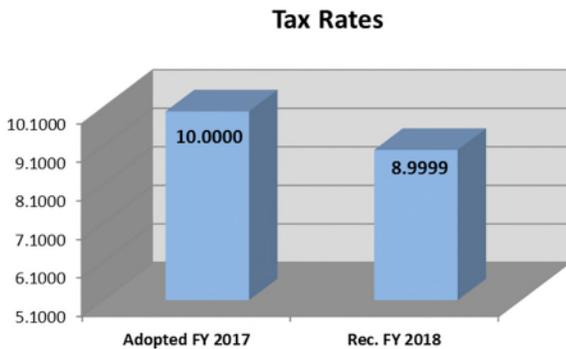
government's finances. Since January 2nd, 2014 to January 2nd, 2017, the City has experienced a 29.75% increase in its assessed taxable value, marking four consecutive increase since the 2015 assessment.



Assumptions – The 2017-2018 General Fund property tax revenue estimate of \$6,874,693 is based on figures supplied by the Miami Dade County Property Appraiser’s Office. Based on historical trends, the City anticipates at least a ninety-seven percent (97%) collection rate for ad valorem taxes. Along with an improving economy, beginning in Fiscal Year 2010 through Fiscal Year 2014<sup>1</sup>, the City’s collection rate has maintained from 97.70%, 97.98%, 106.64%, 96.74%, and 110.43%, respectively.

Ad Valorem Tax Rate – Due to an increase in the tax base, the Roll Back Rate<sup>2</sup> is 9.5444 mills; compared to last year’s Roll Back Rate this is an increase of 1.3323 mills. However, unlike last year, staff submitted a balanced budget with the use of General Fund – Fund Balance. The use of General Fund – Fund Balance is necessary to provide for projects in the Water & Sewer Fund. Therefore, the recommended millage rate for Fiscal Year 2018 is 8.9999; this millage rate compared to last year’s adopted rate of 10.0000 represents a decrease of 1.0001 or 10%.

The total City of Opa-locka Adopted Budget for Fiscal Year 2018, which includes both ad-valorem and non-ad valorem tax supported funds, is \$36,703,899. This is 17.01% or \$7.52M decrease over the Fiscal Year 2017 Adopted Budget of \$44,230,423<sup>3</sup>.



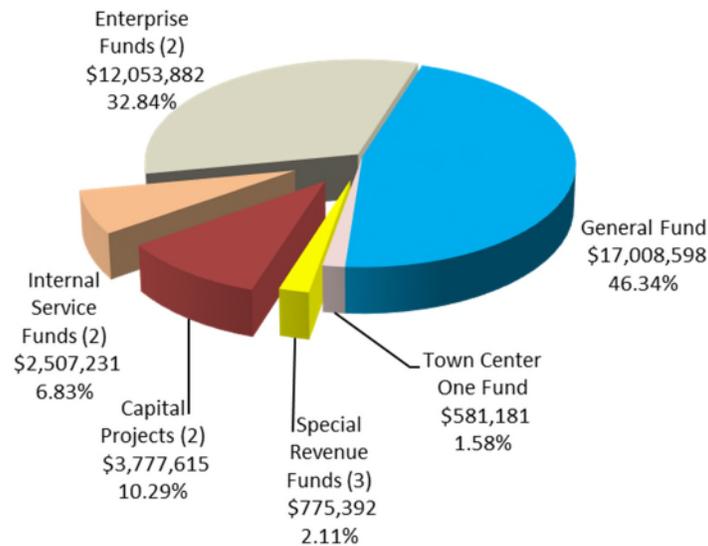
<sup>1</sup> Subsequent unaudited years are not reported.

<sup>2</sup> The Rolled Back Millage Rate is the tax rate that will generate the same tax dollars as in the current fiscal year; based on the new tax roll "exclusive" of new construction.

<sup>3</sup> Based on the December 4<sup>th</sup>, 2016 Budget Summary advertisement in the Miami Herald.

## CITYWIDE REVENUES AND EXPENSES

**\$36,703,899**



A significant part of this decrease is attributed to not budgeting State Revolving Loan monies. In FY 2017, the Stormwater Fund revenues and the Water & Sewer Fund revenues consisted of \$3,518,528 and \$1,750,000 of SRL funds, respectively. Instead, Staff is budgeting \$2.1 Million in available General Fund Operating Fund Balance to ensure the initial project's payments.

### RECOMMENDED ENHANCEMENTS FOR FISCAL YEAR 2018

The total number of budgeted full-time positions within the Recommended Budget is 137, the same as in Fiscal Year 2017. Three positions were adjusted in the proposed FY 2018 Budget as a result of moving the Customer Service Manager responsibilities over to the Utility Billing division, defunding the Grant Writer position in Finance, and due to a maintenance worker, that was budgeted twice in the Adopted FY 17 budget. These reductions were offset by two additional Urban Rangers, which will be filled with current City employees, one electrician, and a part-time clerk in the City Clerk's Office. The Fiscal Year 2018 Recommended Budget includes funding for the following major new proposed enhancements<sup>4</sup>:

#### New Enhancements

- Tax Increment Financing for prior years and current budget (Non-Departmental)
- Transfer to W & S Fund for Capital Improvement Projects (Inter-fund Transfers)
- Transfer to Town Center One Fund (Inter-fund Transfers)
- Contingency Account (City Attorney)

<sup>4</sup> See page 38-39 for an itemized list of all citywide proposed enhancements totaling \$9,803,915. Approximately \$2,543,160 of enhancements are reflected in more than one Fund due to the Transfer In/Transfer Out accounts.

- Purchase PC/Servers/CCTV system (Information Technology)
- Reimbursement to the W & S Fund (CRA)
- Trust Expense Account (CRA)
- Billing & Collection Payment for Water Charges (Water Services)
- Purchase of Water (Water Services)
- Billing & Collection Payment for Sewer Charges (Sewer Services)
- Water & Sewer Debt Payment (Sewer Services)
- Police Department Salaries (Police Department)
- Hardware and Internet Upgrade (Information Technology)
- Improve Dispatch System Communications (Police Patrol)
- Lease 12 Police Cruisers (Police Patrol)
- Creation of a Sanitation division (Public Works)
- Creation of a Grounds & Parks division (Public Works). No additional cost is associated with this operational enhancement.
- Removed prior year 2%, 5%, and 10% salary reductions
- Increase to the General Fund Reserve

## **GENERAL FUND EXPENDITURES**

The General Fund makes up approximately 46.3% of the total Fiscal Year 2018 Recommended Budget, which is where the majority of tax dollars are appropriated. The tax dollars collected, along with other revenues, fund such services as Police, Public Works, and Recreation. The Fiscal Year 2018 Recommended General Fund Budget is \$17,008,598; this is approximately a \$2.6 million or 18.25% increase compared to the Fiscal Year 2017 Adopted Budget of \$14,383,021.<sup>5</sup> For Fiscal Year 2018, staff has removed the Information Technology and Risk Management functions from the General Fund and created Internal Service Funds to account for those services, for the purpose of providing internal efficiency, a dedicated funding source and to promote budget transparency.

Several factors contributed to the General Fund year over year increase. Partially, the increase is associated with an increase in the City Attorney (\$271,696), inter-fund transfers (\$2,853,868), and police (\$741,967) divisions. These increases were offset by a \$305,217 decrease in information technology, a \$664,334 decrease in risk management, and a \$469,339 decrease in General Government.

## **GENERAL FUND REVENUES**

General Fund's revenue projection for Fiscal Year 2018 shows an 18.25% increase from the FY 2016 - 2017 revenues. The main reason for this variance is due to a 6.93% increase in the City's overall taxable assessed valuation, a 23.81% increase in Fines and Forfeitures, and Fund Balance use of \$3,700,000. The majority of General Fund revenue is received from taxes, namely Ad Valorem, and Franchise Taxes. These sources of revenue make up 49.8% of total General Fund revenues, or \$8,474,984.

## **COMMUNITY ROADWAY FUNDING**

Included in the Fiscal Year 2018 Recommended Budget is the Capital Improvement Plan to continue the City Commission's commitment to improving the City's infrastructure and image through capital projects. The Recommended Budget in Fiscal

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<sup>5</sup> The Adopted FY 17 Budget was recalculated to reflect line item expenditures/revenues and to account for increased reserves due to State mandated cuts and needed fund balances to balance each Fund individually. Fund Balance not needed to balance Funds are not shown as part of the FY 17 budgeted amounts.

Year 2018 provides for roadway resurfacing improvements at \$281,138; and an additional \$1,124,552 for FY 2019-2022 of milling and resurfacing capital improvements, bringing the total existing project allocation to \$1,405,690. This funding commitment will enhance our infrastructure and the overall aesthetic appearance of the City's roads.

## **WATER & SEWER CAPITAL PROJECTS**

One of the priorities expressed to staff by elected officials and residents alike is the conditions of our roads and canals. This proposed revised budget allocates \$2.1 million dollars to these projects. More specifically, this revision would allow for the beginning of three different projects simultaneously. Utilizing the State Revolving Loan program and doing these projects in small phases will allow for controlled cost and the reutilization of the same funds to complete the projects.

## **CONCLUSION**

### **Bank Account Balances**

We have discovered that both the General Fund Operating account and the Water and Sewer Operating account both have significant cash balances. As a result, these cash balances will allow us to make significant changes to the proposed budget. The Water and Sewer Operating account currently has approx. \$1.7 million and the General Fund Operating account has about \$4.9 million dollars. These balances will roll over to the new budget cycle and allow the City to stabilize its accounts. In addition, the Water and Sewer account and the General Fund Operating account also have \$1.2 million and \$230,000 in reserves, respectively. These balances will require some changes to the Fiscal Year 2018 budget.

### **Revenue Adjustments**

In the proposed FY 2018 budget the expected total revenue to the General Fund for the City was \$16,379,354. This balance assumed that there would be a fund balance of \$1.1 million from FY 2017. With the actual fund balance turning out to be closer to \$4.9 million, it's proposed to use the funds to address more of the needs of the City now and eliminate some of cautionary adjustments needed to balance the fund initially. The new budget uses \$3.7 million of fund balance leaving approx. \$1.3 million in fund balance to help cover for emergencies. In this revised budget, we propose the following:

1. To reduce the millage rate from 10 mills to 8.999 mills.
2. To allocate an additional \$500,000 to the General Fund reserve.
3. To allocate substantial revenues for needed capital improvement projects. I.e. drainage, road repair and canal slope stabilization.
4. To eliminate the Administrative Cost reimbursement for FY 2017 and for FY 2018 from the Water and Sewer Fund to the General Fund. Eliminating this reimbursement helps the Water and Sewer Fund to be self-sustaining.
5. To eliminate the transfer of revenue from the General Fund to the Water and Sewer Fund.

These adjustments to the budget plus the increase in the rollover from FY 2017 would bring our new revenue balance in the General Fund to \$17,008,598.

### **Expense Adjustments:**

#### **Employee Salaries**

As you are aware, in March of this year the decision was made to adjust the salaries of the majority of the employees of the City. A progressive scale was created that adjusted the employee's salary by 2%, 5%, or 10% depending on how much their annual salary was. In the revised FY 2018 budget it is proposed to bring all of the employees' salaries back to what it

was before the reduction. The total citywide personnel expenditures adjustment is \$321,515. This adjusted amount is a reflection of the changes to the revised budget versus the proposed budget presented at the August 16<sup>th</sup> Budget Workshop.

In addition to bringing the employees whole again there are a few increases over the FY 2017. The Assistant Clerk was never given the raise associated with the change of her title from “interim”. This oversight was corrected in this budget. In the Manager’s Office, there is a change from one ACM to two ACMs and the cost associated with this change. As well as, this budget takes into consideration the adjustment that would be needed to the Manager’s office when the Commission enters into a contract for the City Manager.

### **Increases in Personnel**

This proposed revised budget has the following personnel changes:

1. The move from one ACM to two ACMs.
2. The increase of 3 PT inspectors from 7 to 14 hours / pay-period.
3. A part-time addition to City Clerk’s office to address Commission concerns.

### **Decreases to Current line items**

This proposed revised budget has the following line item changes:

1. The CITT obligation (\$100,000) is covered in the August 4th agreement with the County.
2. Reduction in the Risk Management Payment (\$173,000).
3. Removal of the City Clerk’s CRA expense account (\$6,663).
4. Reduction of the Encumbrance Account (\$359,285).
5. Removal of the transfer from General Fund to balance the Water and Sewer Fund (\$2,095,614).

The development of this year’s Recommended Budget reflects the priorities of the City Commission and its residents. I wish to thank the Mayor and City Commission for sharing their guidance and leadership as we address various challenges and opportunities to provide a positive and sustainable future.

As a service organization, the employees remain the City’s most valuable resource. I would like to thank all staff who worked so hard to be more proactive in addressing our citizens’ needs. Your hard work and dedication is the reason for the City’s improved customer service ratings.

I look forward to working with the City Commission, residents, and businesses to continue improving the quality of life in the City of Opa-locka.

Very truly yours,

Ed Brown  
Interim City Manager

# Strategic Plan and Performance Improvement

## STRATEGIC PLAN

In fiscal year 2013, the City of Opa-locka engaged James Anaston-Karas, to facilitate and compose a five year citywide strategic plan. The City was successful in developing and adopting the "OPA-LOCKA 2018" Five Year Strategic Plan. Then, on July, 2014 the City updated the Plan; the revisions ultimately led to adopting the "OPA-LOCKA 2020" Five Year Strategic Plan<sup>6</sup> in September 2014. The strategic plan serves the City with a vision and goals that will ensure that all groups and departments in the City are working to achieve the same objectives. Moreover, the plan is used as a management and budgeting tool to focus city resources on the most important priorities. These efforts remain a part of the City's overall management initiatives.

## Inputs, Outputs and Performance Measurement

Analysis of government "inputs" and "outputs" provides a basis for comparative analysis among numerous entities, and is a key measure of government efficiency. "Inputs" refer to the organizational resources deployed to meet functional obligations. Typical inputs include personnel, equipment and facilities. "Outputs" refer to key outcome indicators such as crime and conviction rates, fires suppressed, miles of street repaired, patients discharged, building permits issued, library registrations and so forth, depending on the government function. For instance:

- 1) **Input:** these measures normally track resources used by a department (e.g. funding, staff, equipment, etc.) or demand of services (e.g. 911 emergency calls, application for public housing, etc.).
- 2) **Output:** these measures (also referred to workload measures) indicate the amount of work performed (e.g. applications processed, contracts reviewed, tons of garbage collected, potholes filled).
- 3) **Efficiency:** these measures are normally a comparison between outputs and inputs including time (e.g. garbage tons collected per crew, or cycle time such as personnel hours per crime solved, length of time to purchase specific projects or services, etc.), and are often the cost of providing a unit of service (e.g. cost per household, houses built per \$100,000, etc.).
- 4) **Outcome:** these measures focus on program results, accomplishments, or impacts of agency actions on customers, whether individual clients or whole communities (e.g. incidents of fire-related deaths, the crime rate, percentage of streets that are clean and well maintained, number of homeless, etc.).
- 5) **Quality:** proportion of outputs that meet a standard (e.g. percent of day's outdoor air quality is rated as good).

## Key Indicators and Metrics

Examples of statistical ratios and data that can be used to measure outputs and effectiveness of various municipal government services include:

### *City Manager's Office*

- Enhance financial stability through an emphasis on multi-year planning, securing additional revenues sources, and developing fiscally sound policies.
- Improve operational effectiveness, efficiency, and transparency.

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<sup>6</sup> The Plan was adopted via Resolution No. 14-8849.

- Increase education and training opportunities to ensure effective institutional knowledge transfer/succession plan.

### ***Police***

- Call response time
- Department clearance rate for open cases
- Crime index, number and type of crimes reported
- Number of patrol hours

### ***Parks and Recreation***

- Acres of available park space
- Number of facilities
- Number and type of recreational programs
- Citizen satisfaction

### ***Streets and Highways***

- Number of miles of streets serviced
- Miles of street resurfaced
- Maintenance/repair costs per mile
- Response time to emergency repair

### ***Waste Management***

- Number of customers served
- Tons refuse collected/recycled/disposed
- Tons per route mile
- Cost per ton collected

### ***Water and Utilities***

- Number of citizens served
- Reliability % of water, power delivery and quality
- Response time to complaints, outages

### ***Fleet Management***

- Daily functionality % of fleet vehicles
- Maintenance per unit cost, per type
- Average monthly backlog
- Miles of use per vehicle

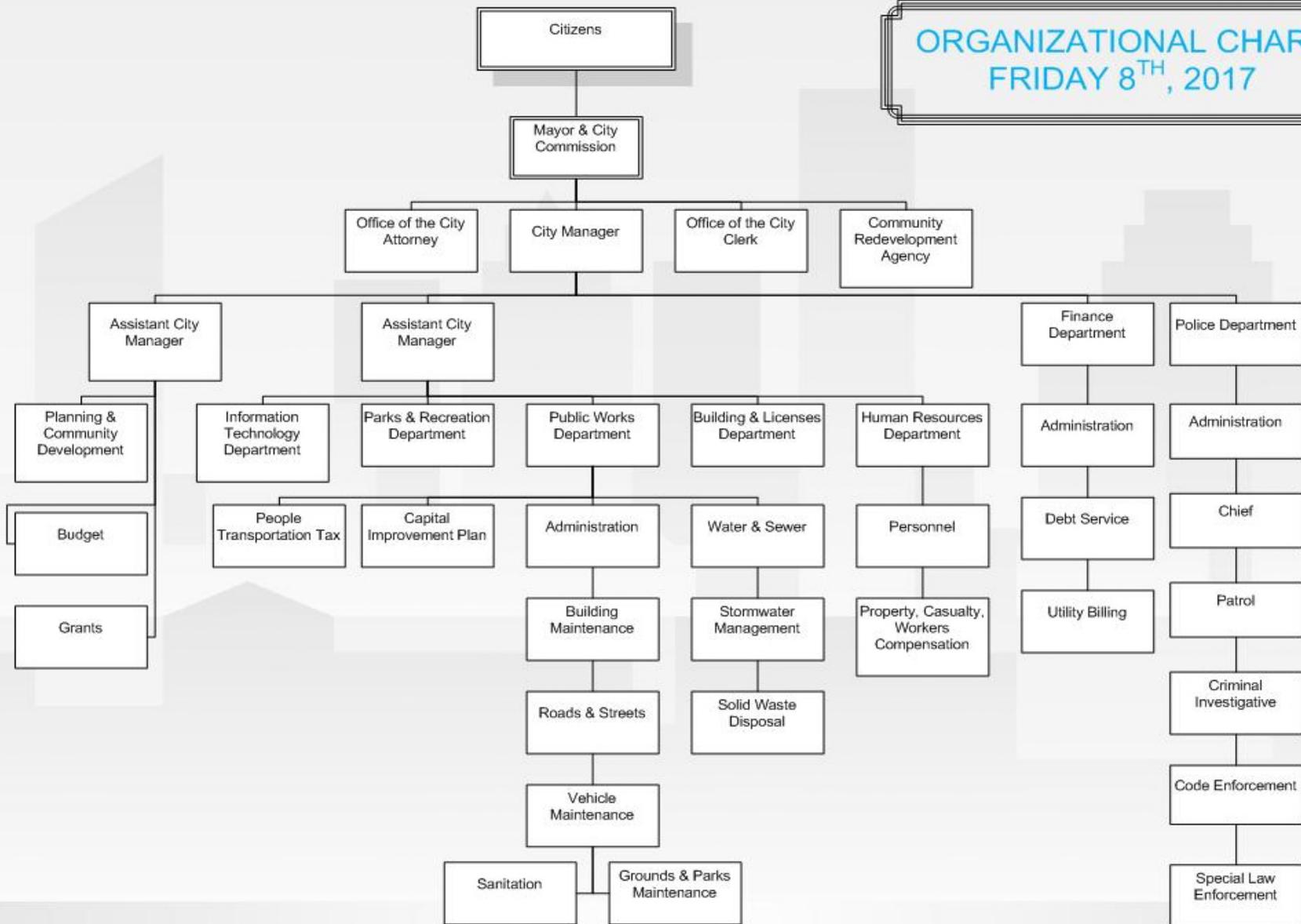
### ***Facilities Management***

- Square footage of available building space
- Response time for emergency repair
- % preventive maintenance completed
- Average no. days to implement routine repair

**Mass Transit**

- Annual vehicle miles travelled
- Revenue vehicle miles travelled
- % trips on schedule
- Area coverage, % of housing from stops

# ORGANIZATIONAL CHART FRIDAY 8<sup>TH</sup>, 2017



## 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<sup>7</sup>. 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, Old 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 136 budgeted positions. The City contracts with Miami-Dade County for residential solid waste and recycling services. Currently, commercial waste services are provided by Great Waste and Waste Management. The City provides its own police service. However, 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 mean household income within the corporate City limits is \$26,114.

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<sup>7</sup> See page 15

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

## Demographics<sup>8</sup>

**Census:**

Population 2016	16,457
Median age	33.3
Median household income	\$18,134
Population per square mile	3,536
Per capita income	\$10,025
Persons below poverty level	44.8%

<b>Race</b>	
White	27.7%
Black/African-American	65.8%
Hispanic or Latino	35.3%
Asian	0.2%

**Sex**

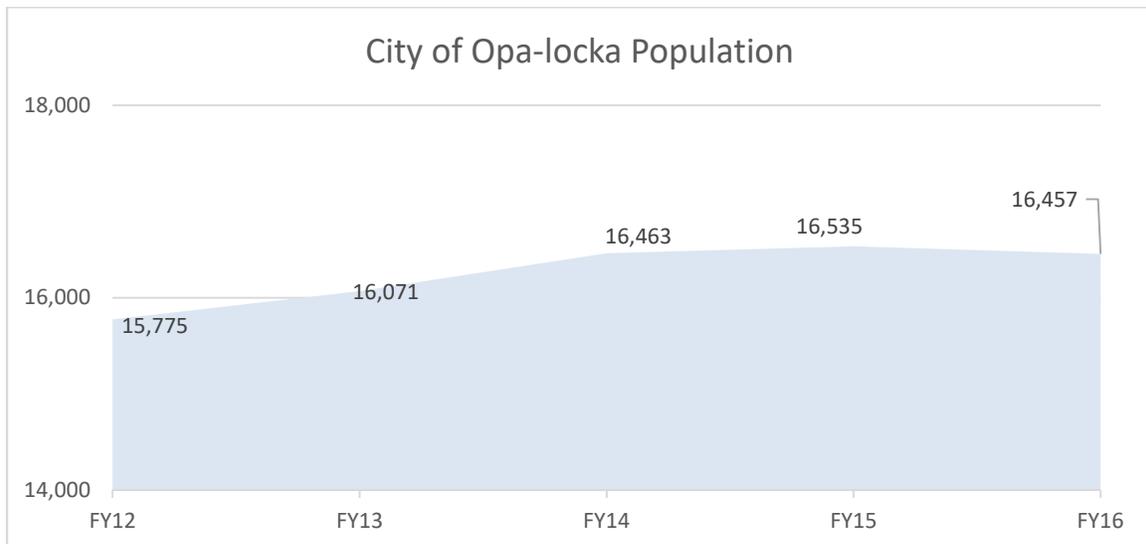
Male	47.4%
Female	52.6%

**Household**

Households	5,247
Owner-Occupied Housing Unit Rate	32.9%
Median Gross Rent	\$750
Family Households	3,515
Nonfamily Households	1,732

**Age**

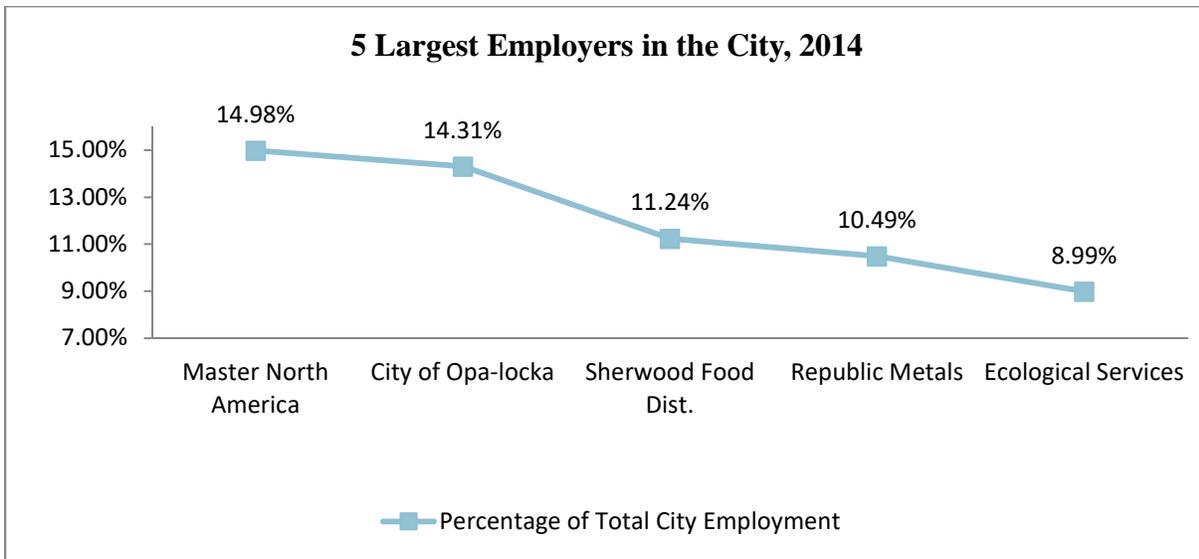
18 years and over	78.2%
65 years and over	11.5%



<sup>8</sup> <https://www.census.gov>; <https://www.florida-demographics.com>; <https://factfinder.census.gov>

## Economy<sup>9</sup>

<b>Employment Status**</b>	<b>16 years and over</b>
In labor force	5,423
Civilian labor force	5,423
Employed	4,800
Unemployed	623
Armed forces	0
Not in labor force	6,142



Rank	Top 10 Industrial Taxpayers	Amount <sup>10</sup>
1	RND HEADQUARTERS LLC	\$61,600
2	MOISES & LIDIA KRIGER TRS	\$57,480
3	AMERICAN FRUITS & PRODUCE FL. INC.	\$54,450
4	AMERICAN LAND HOLDINGS OF	\$54,450
5	BODWIN LTD	\$45,168
6	S K L OF MIAMI INC	\$43,800
7	OPA PARK LLC	\$42,200
8	12701 LLC	\$39,550
9	J R REALTY CORP	\$37,696
10	12401 LLC	\$36,410

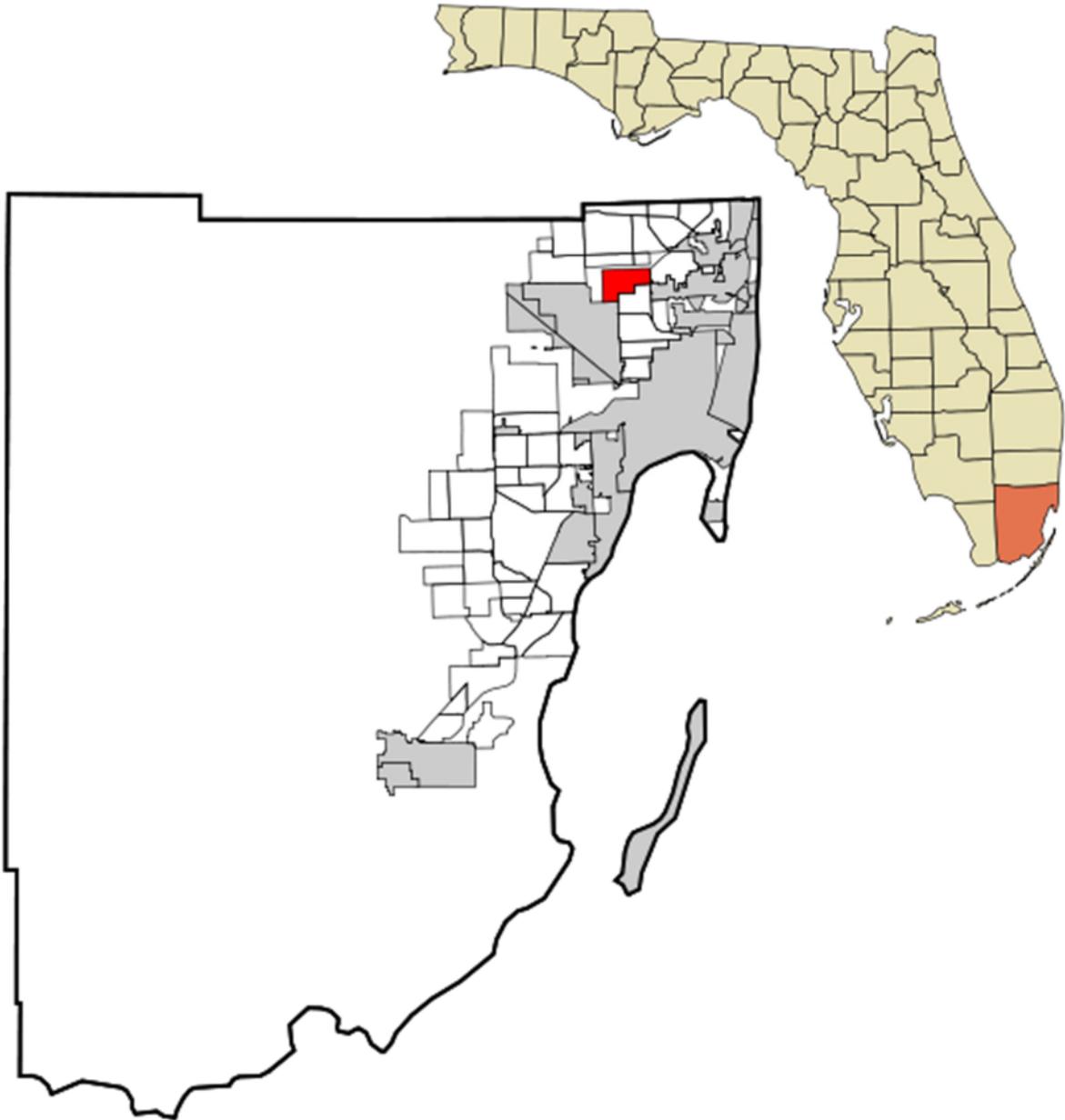
<sup>9</sup> Principal employers were taken from the Fiscal Year Ended September 30<sup>th</sup>, 2014 CAFR.

<sup>10</sup> The information was provided by the Office of the Property Appraiser of Miami Dade County.

### Top 10 Taxpayers

1	ASWAN VILLAGE ASSOCIATES LLC	\$84,592
2	BODWIN LTD PARTNERSHIP	\$67,019
3	22 <sup>ND</sup> AVENUE APARTMENTS LLC	\$65,493
4	RND HEADQUARTERS LLC	\$61,600
5	CITY OF OPA LOCKA	\$60,000
6	MOISES & LIDIA KRIGER TRS	\$57,480
7	AMERICAN FRUITS & PRODUCE FL. INC.	\$54,450
8	AMERICAN LAN HOLDINGS OF	\$54,450
9	GRANADA GRDN ASSOC. LLC	\$53,572
10	BODWIN LTD	\$45,168

## Miami Dade County



## Education System

	Enrollment October 2017 <sup>11</sup>	Rating 2017 <sup>12</sup>
<b>Public Schools</b>		
<b>High Schools</b>		
Hialeah – Miami Lakes	1,598	B
<b>Middle Schools</b>		
Lake Stevens	574	C
North Dade	517	C
<b>Elementary Schools</b>		
Charles David Wyche Jr.	731	C
Dr. Robert B. Ingram/Opa-locka	406	C
Lake Stevens	276	C
Nathan B. Young	370	B
North Glade	264	B
Rainbow Park	341	C
Barbara Hawkins	272	A
Golden Glades	228	C
Miami Gardens	277	A
North County	384	B
Parkview	297	C
<b>Combination of Schools</b>		
Florida International Academy	248	C
School for Advanced Study North	118	A
North Park High	375	n/a

<sup>11</sup> <http://oada.dadeschools.net/>

<sup>12</sup> Florida Department of Education:  
<http://schoolgrades.fldoe.org/>

## FY 2017-2018 Budget Calendar

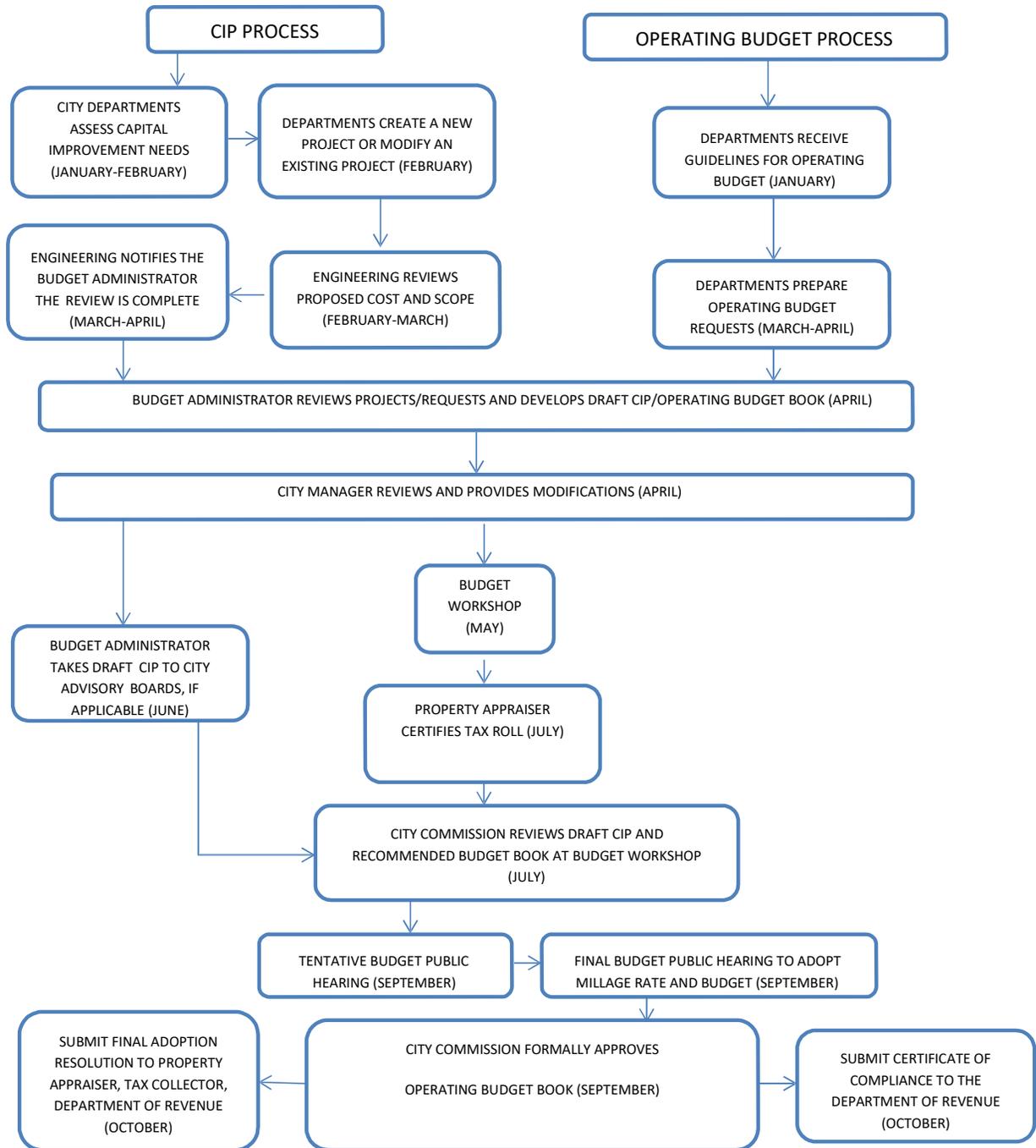
Budget Workshop	August 16, 2017	5:30 p.m.
Town Hall Meeting	August 28, 2017	5:30 p.m.
Budget Workshop	August 29, 2017	5:30 p.m.
Town Hall Meeting	September 6, 2017	5:30 p.m.
Tentative Budget Public Hearing	September 20, 2017	5:01 p.m.
Final Budget Public Hearing (Recessed)	October 17, 2017	5:01 p.m.
Final Budget Public Hearing	October 25, 2017	5:01 p.m.

City of Opa-locka



780 Fisherman Street, 4<sup>th</sup> Floor  
Opa-locka, Florida 33054

# Proposed Budget Process Flowchart<sup>13</sup>



<sup>13</sup> Staff provides the proposed budget by August 1<sup>st</sup> to the Chief Inspector General. Thereafter, the City Clerk’s Office formally submits the tentative approved budget, after the 1<sup>st</sup> Public Budget Hearing in September, to the Chief Inspector General. Twenty (20) business days is allotted before the Final Budget Hearing is held to adopt the proposed budget.

## Budget Process Highlights

- In May 2017, staff began working on the development of the Fiscal Year 2018 Budget.
- Individual meetings with City Commission were held from July 10<sup>th</sup> – 12<sup>th</sup>, to begin solidifying the policies through which the budget would be developed.
- The proposed budget was submitted to the Chief Inspector General by August 1<sup>st</sup>.
- A Public Budget Workshop was held on August 16<sup>th</sup>.
- On August 28<sup>th</sup>, a Town Hall meeting was held.
- A Public Budget Workshop was held on August 29<sup>th</sup>.
- On September 6<sup>th</sup>, a Town Hall meeting was held.
- The Tentative Public Hearing is scheduled for September 20<sup>th</sup>, 2017 followed by the Final Public Hearing on September 27<sup>th</sup>, 2017: Adoption of millage rate and budget for the City.
- On September 21<sup>st</sup>, the City Clerk's Office submitted the tentative adopted budget to the Chief Inspector General.
- The Financial Emergency Board meeting was held on October 12<sup>th</sup>.
- After adoption, the City submits the Final Resolution to the Property Appraiser, Tax Collector and Department of Revenue; and Certificate of Compliance to the Department of Revenue.

## Budget Policy and Procedures

The budgeting process emphasizes a performance-based approach for allocating resources based on the City's Strategic Planning priorities. Our strategic planning and budgeting processes are linked to assure that the City's budget reflects the City's strategic priorities. The Strategic Plan enables the City to address strategic goals and initiatives as prioritized by the City Commission. It is driven by the City's vision; with priorities established at the strategic level based on public input. Through the annual budget process, resources are allocated in support of these strategic priorities, and performance monitoring is used to track progress and make adjustments for further improvement.

### Guiding Principles:

- Economic Development: Achieve economic development in tandem with more city revenues.
- City Leadership & Management: City leadership and management must bolster reputation & clout by demonstrating professionalism, continuity & ethical resolve while achieving desirable & strategic goals.
- Community Development: Provide more convenient urban services, attractive community places & amenities, and improve residential options thus remaking City's image to attract more people, vitality, & momentum of success.

### Top Priorities for FY 2017-2018 (Based on enhancements in the FY 2018 Recommended Operating Budget):

- Provide for a safe community.
- Make City more attractive to the residents, visitors, and tourists.
- Expand property tax base and sales tax revenue.

- Ensure financial strength and stability.
- Replace outdated and aging information technology infrastructure
- Replace capital assets

**The Basis of Budgeting** – The City of Opa-locka’s budget is on the same basis as the basis of accounting: modified accrual for governmental funds and full accrual for proprietary (enterprise and internal service) funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the City. Fiduciary funds are not reflected in the government-wide financial statements because the sources of those funds are not available to support the City’s own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

**Personnel Services** - Certain personal service line items (other than regular full-time salary accounts) will start out at the fiscal year 2017 budget level and should be input at the amount provided even though they are subject to adjustment based on the justification presented on the appropriate schedule(s).

**Operating Expenses** – In most cases, departments will need to justify each request of operating funds needed. Internal service and administrative service charges should be entered as stated within your “core” budget worksheets. The Budget Administrator will modify these amounts based on approved internal services fund levels and applicable administrative service charge allocations. At the discretion of the department director, divisions may make changes to specific line items or move funding between divisions to meet the needs of the department as long as the department’s “core” budget total is not increased. The latter should be communicated to the Budget Administrator when submitting department folders.

**Capital Expenditures** - Because the capital needs of the City vary significantly from year to year, an annual reprioritization of operating capital funding is performed. Departments/Divisions will not automatically receive any operating capital funding.

**Revenues** - Prior to estimating revenues for fiscal year 2018, the departments should determine revenue estimates for the remainder of the current fiscal year while considering actual revenues from Fiscal Year 2017.

In addition, departments and divisions are encouraged to review their current rate structures for user fees and service charges to determine if any fees or charges need to be adjusted for Fiscal Year 2018.

**One-Time Revenues** – One-time revenues can be used to build up the unassigned fund balance or be used for truly one-time expenses without impacting service levels.

## Budget Amendments

After adoption at the fund and department level, any transfer between fund and department must be approved by the City Commission. The City Manager is authorized to approve adjustments to expenditure code allocations, within the limit of departmental appropriations. Any supplemental appropriations or revisions that will amend total revenues or total expenses of any fund must be approved by the City Commission. To cover unexpected deviations in estimated revenues or expenses, the budget may have to be amended.

Budget adjustments are usually initiated by Department Heads, but may also be prepared by the Director of Finance with a Commission approved resolution. Departments must complete an original budget adjustment in its entirety when requesting an adjustment of funds. The department must forward the prepared budget adjustment to the Budget Administrator for approval. The Budget Administrator confirms the availability of funds and determines the course of approval the adjustment must follow; i.e., whether or not the City Commission must approve it. The budget adjustments are then forwarded to the Director of Finance for approval.

Certain budget adjustments, as listed below, must be approved by the City Commission and are subject to approval or denial by the Florida Emergency Board or Governor's Designee in accordance with the State and Local Agreement of Cooperation executed on June 8<sup>th</sup>, 2016:

- ✚ Adjustments which increase the overall spending authority of the department;
  - Appropriation from fund balance
- ✚ Adjustments that move funds between departments;
- ✚ Adjustments that change the intent of the budget or increase the level of services of operations from that contemplated by the City Commission at the time the budget was adopted based upon the interpretation of the City Manager;
  - Transfer between capital and operating budgets
  - Transfer between capital projects
- ✚ Adjustments requiring a transfer between funds; AND
- ✚ Adjustments that involve acceptance and appropriation of grant funding.

After all appropriate personnel have approved the budget adjustment; an accounting clerk will input it into the general ledger computer system. The budget adjustment will not be input unless all required signatures are present.

# Financial Policies

## DEBT POLICY AND ADMINISTRATION

The debt policy is approved by the City Commission and implemented by the City Manager. Currently, there is no statutory or charter debt limitation<sup>14</sup>, 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.

## STRUCTURALLY-BALANCED BUDGET

The total of the anticipated revenues shall equal the total of the proposed expenditures. According to Florida Statue, the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves. The FY 2016-2017 budget is balanced.

The City's long-term debt as of October 1, 2017 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 issued 4/28/11 with Branch Banking and Trust Company, BB&T (the "Lender"), bearing annual interest rates on the Series A and Series B bonds of 3.31% and 3.89%, respectively and are payable from a pledge of Grantee Entitlement Revenues (**Half-Cent Sales Tax and Municipal Revenue Sharing Distributions**) in annual principal installments ranging from \$510,000 in fiscal year 2018 to \$670,000 through fiscal year 2026.
  - i. Series 2011A (\$5,393,000): Issued for the purpose of refunding the City's \$8,000,000 original principal amount of Capital Improvement Revenue Bonds, Series 1994. Maturity date is 1/1/2024.
  - ii. Series 2011B (\$2,320,000): Issued to provide funds to pay the Series 2011 sixteen (16) Projects. Maturity date is 1/1/2026.

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<sup>14</sup> Staff seeks to approve a Comprehensive Debt Management Policy in FY 2018.

<b>Capital Improvement &amp; Refunding Revenue Bonds, Series 2011A&amp;B</b>				
<b>Period Ending</b>	<b>Principal</b>	<b>Coupon</b>	<b>Interest</b>	<b>Debt Service</b>
7/1/2011	-	-	47,032.35	47,032.35
1/1/2012	358,000	**	134,378.15	492,378.15
7/1/2012	-	-	128,270.55	128,270.55
1/1/2013	390,000	**	128,270.55	518,270.55
7/1/2013	-	-	121,700.05	121,700.05
1/1/2014	403,000	**	121,700.05	524,700.05
7/1/2014	-	-	114,926.00	114,926.00
1/1/2015	416,000	**	114,926.00	530,926.00
7/1/2015	-	-	107,928.10	107,928.10
1/1/2016	430,000	**	107,928.10	537,928.10
7/1/2016	-	-	100,692.70	100,692.70
1/1/2017	445,000	**	100,692.70	545,692.70
7/1/2017	-	-	93,197.45	93,197.45
1/1/2018	510,000	**	93,197.45	603,197.45
7/1/2018	-	-	84,481.45	84,481.45
1/1/2019	527,000	**	84,481.45	611,481.45
7/1/2019	-	-	75,475.40	75,475.40
1/1/2020	545,000	**	75,475.40	620,475.40
7/1/2020	-	-	66,159.85	66,159.85
1/1/2021	564,000	**	66,159.85	630,159.85
7/1/2021	-	-	56,524.05	56,524.05
1/1/2022	583,000	**	56,524.05	639,524.05
7/1/2022	-	-	46,562.20	46,562.20
1/1/2023	603,000	**	46,562.20	649,562.20
7/1/2023	-	-	36,254.85	36,254.85
1/1/2024	624,000	**	36,254.85	660,254.85
7/1/2024	-	-	25,576.75	25,576.75
1/1/2025	645,000	3.890%	25,576.75	670,576.75
7/1/2025	-	-	13,031.50	13,031.50
1/1/2026	670,000	3.890%	13,031.50	683,031.50
	<b>7,713,000</b>		<b>2,322,972.30</b>	<b>10,035,972.30</b>

Total governmental long-term debt for the Series 2011A&B Bond is \$7,713,000 as of 4/28/2011.

(b) Series 2015A&B Capital Improvement Revenue bonds issued 5/29/2015 with City National Bank of Florida, (the "Lender"), bearing annual interest rates on the Series A and Series B bonds of 2.65% and 4.25%, respectively and are payable from a pledge of Grantee Entitlement Revenues (**Communications Services Tax and Utility Tax – FP&L**) in annual principal installments ranging from \$19,208.94 in fiscal year 2018 to \$46,022.31 through fiscal year 2025.

- i. Series 2015A (\$3,494,000): Issued for the purpose of retiring the 2014 Note in full, to purchase the Town Center One Building, and project cost associated with the TCO purchase. Maturity date is 6/1/2025.
- ii. Series 2015B (\$5,106,000): Issued to provide funds for the balance to purchase Town Center One and related project costs. Maturity date is 6/1/2025.

<b>Capital Improvement &amp; Refunding Revenue Bonds, Series 2015A&amp;B</b>					
Period Ending	Principal	Coupon	Interest	Debt Service	Balance
	-	-	-	0	8,600,000.00
8/1/2015	17,801.40	-	25,799.67	43,601.07	8,582,198.60
9/1/2015	17,853.47	-	25,747.60	43,601.07	8,564,345.13
10/1/2015	17,905.72	-	25,695.35	43,601.07	8,546,439.41
11/1/2015	17,958.13	-	25,642.95	43,601.08	8,528,481.28
12/1/2015	18,010.67	-	25,590.39	43,601.06	8,510,470.61
1/1/2016	18,063.41	-	25,537.66	43,601.07	8,492,407.20
2/1/2016	18,116.29	-	25,484.77	43,601.06	8,474,290.91
3/1/2016	18,169.33	-	25,431.73	43,601.06	8,456,121.58
4/1/2016	18,222.56	-	25,378.51	43,601.07	8,437,899.02
5/1/2016	18,275.93	-	25,325.13	43,601.06	8,419,623.09
6/1/2016	18,329.47	-	25,271.59	43,601.06	8,401,293.62
7/1/2016	18,383.19	-	25,217.89	43,601.08	8,382,910.43
8/1/2016	18,437.07	-	25,164.01	43,601.08	8,364,473.36
9/1/2016	18,491.09	-	25,109.97	43,601.06	8,345,982.27
10/1/2016	18,545.30	-	25,055.77	43,601.07	8,327,436.97
11/1/2016	18,599.66	-	25,001.40	43,601.06	8,308,837.31
12/1/2016	18,654.21	-	24,946.86	43,601.07	8,290,183.10
1/1/2017	18,708.92	-	24,892.15	43,601.07	8,271,474.18
2/1/2017	18,763.80	-	24,837.27	43,601.07	8,252,710.38
3/1/2017	18,818.83	-	24,782.23	43,601.06	8,233,891.55
4/1/2017	18,874.07	-	24,727.01	43,601.08	8,215,017.48
5/1/2017	18,929.44	-	24,671.62	43,601.06	8,196,088.04
6/1/2017	18,985.00	-	24,616.07	43,601.07	8,177,103.04
7/1/2017	19,040.72	-	24,560.35	43,601.07	8,158,062.32
8/1/2017	19,096.62	-	24,504.44	43,601.06	8,138,965.70
9/1/2017	19,152.70	-	24,448.37	43,601.07	8,119,813.00
10/1/2017	19,208.94	-	24,392.12	43,601.06	8,100,604.06
11/1/2017	19,265.36	-	24,335.71	43,601.07	8,081,338.70
12/1/2017	19,321.96	-	24,279.11	43,601.07	8,062,016.74
1/1/2018	19,378.72	-	24,222.34	43,601.06	8,042,638.02
2/1/2018	19,435.67	-	24,165.40	43,601.07	8,023,202.35
3/1/2018	19,492.79	-	24,108.28	43,601.07	8,003,709.56
4/1/2018	19,550.08	-	24,050.99	43,601.07	7,984,159.48
5/1/2018	19,607.56	-	23,993.51	43,601.07	7,964,551.92
6/1/2018	19,665.20	-	23,935.87	43,601.07	7,944,886.72

Period Ending	Principal	Coupon	Interest	Debt Service	Balance
7/1/2018	19,723.04	-	23,878.03	43,601.07	7,925,163.68
8/1/2018	19,781.05	-	23,820.02	43,601.07	7,905,382.63
9/1/2018	19,839.23	-	23,761.84	43,601.07	7,885,543.40
10/1/2018	19,897.61	-	23,703.47	43,601.08	7,865,645.79
11/1/2018	19,956.13	-	23,644.93	43,601.06	7,845,689.66
12/1/2018	20,014.87	-	23,586.20	43,601.07	7,825,674.79
1/1/2019	20,073.77	-	23,527.30	43,601.07	7,805,601.02
2/1/2019	20,132.86	-	23,468.21	43,601.07	7,785,468.16
3/1/2019	20,192.14	-	23,408.93	43,601.07	7,765,276.02
4/1/2019	20,251.60	-	23,349.47	43,601.07	7,745,024.42
5/1/2019	20,311.23	-	23,289.83	43,601.06	7,724,713.19
6/1/2019	20,371.06	-	23,230.00	43,601.06	7,704,342.13
7/1/2019	20,431.08	-	23,169.99	43,601.07	7,683,911.05
8/1/2019	20,491.27	-	23,109.80	43,601.07	7,663,419.78
9/1/2019	20,551.66	-	23,049.41	43,601.07	7,642,868.12
10/1/2019	20,612.22	-	22,988.84	43,601.06	7,622,255.90
11/1/2019	20,672.99	-	22,928.08	43,601.07	7,601,582.91
12/1/2019	20,733.92	-	22,867.14	43,601.06	7,580,848.99
1/1/2020	20,795.06	-	22,806.00	43,601.06	7,560,053.93
2/1/2020	20,856.39	-	22,744.68	43,601.07	7,539,197.54
3/1/2020	20,917.90	-	22,683.17	43,601.07	7,518,279.64
4/1/2020	20,979.60	-	22,621.46	43,601.06	7,497,300.04
5/1/2020	21,041.50	-	22,559.57	43,601.07	7,476,258.54
6/1/2020	21,103.59	-	22,497.48	43,601.07	7,455,154.95
7/1/2020	21,165.86	-	22,435.20	43,601.06	7,433,989.09
8/1/2020	21,228.35	-	22,372.73	43,601.08	7,412,760.74
9/1/2020	21,291.01	-	22,310.05	43,601.06	7,391,469.73
10/1/2020	21,353.87	-	22,247.20	43,601.07	7,370,115.86
11/1/2020	21,416.93	-	22,184.14	43,601.07	7,348,698.93
12/1/2020	21,480.19	-	22,120.88	43,601.07	7,327,218.74
1/1/2021	21,543.62	-	22,057.44	43,601.06	7,305,675.12
2/1/2021	21,607.27	-	21,993.80	43,601.07	7,284,067.85
3/1/2021	21,671.11	-	21,929.95	43,601.06	7,262,396.74
4/1/2021	21,735.14	-	21,865.92	43,601.06	7,240,661.60
5/1/2021	21,799.38	-	21,801.68	43,601.06	7,218,862.22
6/1/2021	21,863.83	-	21,737.24	43,601.07	7,196,998.39
7/1/2021	21,928.47	-	21,672.60	43,601.07	7,175,069.92
8/1/2021	21,993.32	-	21,607.76	43,601.08	7,153,076.60

Period Ending	Principal	Coupon	Interest	Debt Service	Balance
9/1/2021	22,058.35	-	21,542.72	43,601.07	7,131,018.25
10/1/2021	22,123.59	-	21,477.48	43,601.07	7,108,894.66
11/1/2021	22,189.04	-	21,412.03	43,601.07	7,086,705.62
12/1/2021	22,254.69	-	21,346.38	43,601.07	7,064,450.93
1/1/2022	22,320.53	-	21,280.54	43,601.07	7,042,130.40
2/1/2022	22,386.59	-	21,214.48	43,601.07	7,019,743.81
3/1/2022	22,452.86	-	21,148.21	43,601.07	6,997,290.95
4/1/2022	22,519.32	-	21,081.75	43,601.07	6,974,771.63
5/1/2022	22,585.98	-	21,015.08	43,601.06	6,952,185.65
6/1/2022	22,652.88	-	20,948.19	43,601.07	6,929,532.77
7/1/2022	22,719.97	-	20,881.10	43,601.07	6,906,812.80
8/1/2022	22,787.26	-	20,813.81	43,601.07	6,884,025.54
9/1/2022	22,854.77	-	20,746.30	43,601.07	6,861,170.77
10/1/2022	22,922.49	-	20,678.58	43,601.07	6,838,248.28
11/1/2022	22,990.42	-	20,610.65	43,601.07	6,815,257.86
12/1/2022	23,058.54	-	20,542.52	43,601.06	6,792,199.32
1/1/2023	23,126.91	-	20,474.16	43,601.07	6,769,072.41
2/1/2023	23,195.46	-	20,405.60	43,601.06	6,745,876.95
3/1/2023	23,264.25	-	20,336.82	43,601.07	6,722,612.70
4/1/2023	23,333.24	-	20,267.83	43,601.07	6,699,279.46
5/1/2023	23,402.44	-	20,198.63	43,601.07	6,675,877.02
6/1/2023	23,471.86	-	20,129.20	43,601.06	6,652,405.16
7/1/2023	23,541.51	-	20,059.56	43,601.07	6,628,863.65
8/1/2023	23,611.36	-	19,989.71	43,601.07	6,605,252.29
9/1/2023	23,681.42	-	19,919.64	43,601.06	6,581,570.87
10/1/2023	23,751.72	-	19,849.35	43,601.07	6,557,819.15
11/1/2023	23,822.22	-	19,778.84	43,601.06	6,533,996.93
12/1/2023	23,892.96	-	19,708.11	43,601.07	6,510,103.97
1/1/2024	23,963.91	-	19,637.16	43,601.07	6,486,140.06
2/1/2024	24,035.07	-	19,565.99	43,601.06	6,462,104.99
3/1/2024	24,106.46	-	19,494.60	43,601.06	6,437,998.53
4/1/2024	24,178.08	-	19,422.99	43,601.07	6,413,820.45
5/1/2024	24,249.92	-	19,351.15	43,601.07	6,389,570.53
6/1/2024	24,321.98	-	19,279.09	43,601.07	6,365,248.55
7/1/2024	24,394.26	-	19,206.80	43,601.06	6,340,854.29
8/1/2024	24,466.78	-	19,134.28	43,601.06	6,316,387.51
9/1/2024	24,539.52	-	19,061.55	43,601.07	6,291,847.99
10/1/2024	24,612.48	-	18,988.58	43,601.06	6,267,235.51

Period Ending	Principal	Coupon	Interest	Debt Service	Balance
11/1/2024	24,685.68	-	18,915.39	43,601.07	6,242,549.83
12/1/2024	24,759.09	-	18,841.97	43,601.06	6,217,790.74
1/1/2025	24,832.75	-	18,768.32	43,601.07	6,192,957.99
2/1/2025	24,906.63	-	18,694.44	43,601.07	6,168,051.36
3/1/2025	24,980.73	-	18,620.33	43,601.06	6,143,070.63
4/1/2025	25,055.08	-	18,545.99	43,601.07	6,118,015.55
5/1/2025	25,129.66	-	18,471.41	43,601.07	6,092,885.89
6/1/2025	25,204.46	-	18,396.61	43,601.07	6,067,681.43
7/1/2025	25,279.50	-	18,321.57	43,601.07	6,042,401.93

Total governmental long-term debt for the Series 2015A&B Bond is \$8,100,604.06 as of 10/1/2017.

### LONG-TERM DEBT ENTERPRISE

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

(a) Seven active SRL:

- i. State Revolving Loan Note Project No. CS 12080003P as amended (5/18/2006) - for \$1.795 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.

	Original Loan Amount	Disbursement As of 9/30/2017	Amendment #3 New Loan Amount	Total Owed At 9/30/2017	Biannual Payments
Major Sewer Rehab.	\$ 199,200	\$ 1,790,804	\$ 1,794,604	\$ 540,462.20	\$ 53,239.77

- ii. State Revolving Loan Note Project No. WW 800050 - 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.

	Original Loan Amount	Disbursement As of 9/30/2017	Amendment #1 New Loan Amount	Total Owed At 9/30/2017	Biannual Payments
Major Sewer Rehab.	\$ 2,375,142	\$ 2,375,142		\$ 1,292,337.76	\$ 69,620.18

- iii. State Revolving Loan Note Project No. WW 130300 - 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.

	<u>Original Loan</u>	<u>Disbursement</u>	<u>Amendment #1</u>	<u>Total Owed</u>	<u>Biannual</u>
	<u>Amount</u>	<u>As of 9/30/2017</u>	<u>New Loan Amount</u>	<u>At 9/30/2017</u>	<u>Payments</u>
<b>Major Sewer Rehab.</b>	<b>\$ 512,806</b>	<b>\$ 484,094</b>		<b>\$ 472,271.81</b>	<b>\$ 15,644.00</b>

- iv. State Revolving Loan Note Project No. WW 130301 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.

	<u>Original Loan</u>	<u>Disbursement</u>	<u>Amendment #1</u>	<u>Total Owed</u>	<u>Biannual</u>
	<u>Amount</u>	<u>As of 9/30/2017</u>	<u>New Loan Amount</u>	<u>At 9/30/2017</u>	<u>Payments</u>
<b>Major Sewer Rehab.</b>	<b>\$ 16,895,885</b>	<b>\$ 2,576,948</b>		<b>\$ 2,576,948.00</b>	<b>\$ 430,845.00</b>

- v. State Revolving Loan Note Project No. DW 130330 - 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.

	<u>Original Loan</u>	<u>Disbursement</u>	<u>Amendment #1</u>	<u>Total Owed</u>	<u>Biannual</u>
	<u>Amount</u>	<u>As of 9/30/2017</u>	<u>New Loan Amount</u>	<u>At 10/15/2017</u>	<u>Payments</u>
<b>Water System Imp.</b>	<b>\$ 240,000</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 76,807.40</b>	<b>\$ 2,612.31</b>

- vi. State Revolving Loan Note Project No. DW 130331 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.

	<u>Original Loan</u>	<u>Disbursement</u>	<u>Amendment #1</u>	<u>Total Owed</u>	<u>Biannual</u>
	<u>Amount</u>	<u>As of 9/30/2017</u>	<u>New Loan Amount</u>	<u>At 9/30/2017</u>	<u>Payments</u>
<b>Water System Imp.</b>	<b>\$ 2,697,981</b>	<b>\$ 130,280</b>		<b>\$ 186,889.47</b>	<b>\$ 79,075.00</b>

- vii. State Revolving Loan Note Project No. SW 130320 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.

	<u>Original Loan</u>	<u>Disbursement</u>	<u>Amendment #1</u>	<u>Total Owed</u>	<u>Biannual</u>
	<u>Amount</u>	<u>As of 9/30/2017</u>	<u>New Loan Amount</u>	<u>At 9/30/2017</u>	<u>Payments</u>
<b>Stormwater Mgmt. Facilities</b>	<b>\$ 197,035</b>	<b>\$ 172,304</b>		<b>\$ 167,776.02</b>	<b>\$ 6,011.00</b>

Total State Revolving Loan long-term debt is approximately \$5,126,603.19 as of 9/30/2017.

The City is currently in the process of reducing the (7) seven active State Revolving Loans down to the actual disbursement amounts anticipated to complete each project. Thereafter, the City will seek to secure (2) State Revolving Loans to finance the construction of (2) two roadway projects (Zone 1 & 2 and Zone 6).

(b) Via the Water, Sanitary Sewage and Stormwater Billing Agreement, the City agreed in monthly payments for sixty (60) months to re-pay the County for the past debt owed as of March 15, 2017 for varies County department charges and fees.

Payment #	Principal	Total Principal Paid	Interest	Total Interest Paid	Balance	Payment
23	114,074.53	2,552,982.89	11,353.67	331,865.69	4,427,392.11	\$ 125,428.20
<b>24</b>	<b>114,359.72</b>	<b>2,667,342.61</b>	<b>11,068.48</b>	<b>342,934.17</b>	<b>4,313,032.39</b>	\$ 125,428.20
25	114,645.62	2,781,988.23	10,782.58	353,716.75	4,198,386.77	\$ 125,428.20
26	114,932.23	2,896,920.46	10,495.97	364,212.72	4,083,454.54	\$ 125,428.20
27	115,219.56	3,012,140.02	10,208.64	374,421.35	3,968,234.98	\$ 125,428.20
28	115,507.61	3,127,647.63	9,920.59	384,341.94	3,852,727.37	\$ 125,428.20
29	115,796.38	3,243,444.01	9,631.82	393,973.76	3,736,930.99	\$ 125,428.20
30	116,085.87	3,359,529.89	9,342.33	403,316.09	3,620,845.11	\$ 125,428.20
31	116,376.09	3,475,905.97	9,052.11	412,368.20	3,504,469.03	\$ 125,428.20
32	116,667.03	3,592,573.00	8,761.17	421,129.37	3,387,802.00	\$ 125,428.20
33	116,958.69	3,709,531.69	8,469.51	429,598.88	3,270,843.31	\$ 125,428.20
34	117,251.09	3,826,782.78	8,177.11	437,775.99	3,153,592.22	\$ 125,428.20
35	117,544.22	3,944,327.00	7,883.98	445,659.97	3,036,048.00	\$ 125,428.20
<b>36</b>	<b>117,838.08</b>	<b>4,062,165.08</b>	<b>7,590.12</b>	<b>453,250.09</b>	<b>2,918,209.92</b>	\$ 125,428.20
37	118,132.67	4,180,297.76	7,295.52	460,545.61	2,800,077.24	\$ 125,428.20
38	118,428.01	4,298,725.76	7,000.19	467,545.80	2,681,649.24	\$ 125,428.20
39	118,724.08	4,417,449.84	6,704.12	474,249.93	2,562,925.16	\$ 125,428.20
40	119,020.89	4,536,470.72	6,407.31	480,657.24	2,443,904.28	\$ 125,428.20
41	119,318.44	4,655,789.16	6,109.76	486,767.00	2,324,585.84	\$ 125,428.20
42	119,616.73	4,775,405.90	5,811.46	492,578.46	2,204,969.10	\$ 125,428.20
43	119,915.78	4,895,321.67	5,512.42	498,090.89	2,085,053.33	\$ 125,428.20
44	120,215.57	5,015,537.24	5,212.63	503,303.52	1,964,837.76	\$ 125,428.20
45	120,516.10	5,136,053.34	4,912.09	508,215.62	1,844,321.66	\$ 125,428.20
46	120,817.39	5,256,870.74	4,610.80	512,826.42	1,723,504.26	\$ 125,428.20
47	121,119.44	5,377,990.18	4,308.76	517,135.18	1,602,384.82	\$ 125,428.20
<b>48</b>	<b>121,422.24</b>	<b>5,499,412.41</b>	<b>4,005.96</b>	<b>521,141.14</b>	<b>1,480,962.59</b>	\$ 125,428.20

Miami-Dade County Overall Debt Amortization Table						Exhibit B-1
The City of Opa-locka						
Years:	3		Monthly Payment:	\$ 125,428.20		
Interest Rate:	3.000%		Months:	60		
Debt Amount:	\$ 6,980,375.00		Loan Future Value	\$ 7,525,691.95		
Principal Amount:	6,980,375.00		Total Interest Payment	\$ 545,316.95		
Payment #	Principal	Total Principal Paid	Interest	Total Interest Paid	Balance	Total Monthly Payment
0				0.00	6,980,375.00	
1	107,977.26	107,977.26	17,450.94	17,450.94	6,872,397.74	\$ 125,428.20
2	108,247.20	216,224.47	17,180.99	34,631.93	6,764,150.53	\$ 125,428.20
3	108,517.82	324,742.29	16,910.38	51,542.31	6,655,632.71	\$ 125,428.20
4	108,789.12	433,531.41	16,639.08	68,181.39	6,546,843.59	\$ 125,428.20
5	109,061.09	542,592.50	16,367.11	84,548.50	6,437,782.50	\$ 125,428.20
6	109,333.74	651,926.24	16,094.46	100,642.96	6,328,448.76	\$ 125,428.20
7	109,607.08	761,533.32	15,821.12	116,464.08	6,218,841.68	\$ 125,428.20
8	109,881.09	871,414.41	15,547.10	132,011.18	6,108,960.59	\$ 125,428.20
9	110,155.80	981,570.21	15,272.40	147,283.58	5,998,804.79	\$ 125,428.20
10	110,431.19	1,092,001.40	14,997.01	162,280.59	5,888,373.60	\$ 125,428.20
11	110,707.27	1,202,708.66	14,720.93	177,001.53	5,777,666.34	\$ 125,428.20
<b>12</b>	<b>110,984.03</b>	<b>1,313,692.69</b>	<b>14,444.17</b>	<b>191,445.69</b>	<b>5,666,682.31</b>	\$ 125,428.20
13	111,261.49	1,424,954.19	14,166.71	205,612.40	5,555,420.81	\$ 125,428.20
14	111,539.65	1,536,493.83	13,888.55	219,500.95	5,443,881.17	\$ 125,428.20
15	111,818.50	1,648,312.33	13,609.70	233,110.66	5,332,062.67	\$ 125,428.20
16	112,098.04	1,760,410.37	13,330.16	246,440.81	5,219,964.63	\$ 125,428.20
17	112,378.29	1,872,788.66	13,049.91	259,490.72	5,107,586.34	\$ 125,428.20
18	112,659.23	1,985,447.89	12,768.97	272,259.69	4,994,927.11	\$ 125,428.20
19	112,940.88	2,098,388.78	12,487.32	284,747.01	4,881,986.22	\$ 125,428.20
20	113,223.23	2,211,612.01	12,204.97	296,951.97	4,768,762.99	\$ 125,428.20
21	113,506.29	2,325,118.30	11,921.91	308,873.88	4,655,256.70	\$ 125,428.20
22	113,790.06	2,438,908.36	11,638.14	320,512.02	4,541,466.64	\$ 125,428.20

Payment #	Principal	Total Principal Paid	Interest	Total Interest Paid	Balance	Payment
49	121,725.79	5,621,138.21	3,702.41	524,843.55	1,359,236.79	\$ 125,428.20
50	122,030.11	5,743,168.31	3,398.09	528,241.64	1,237,206.69	\$ 125,428.20
51	122,335.18	5,865,503.50	3,093.02	531,334.66	1,114,871.50	\$ 125,428.20
52	122,641.02	5,988,144.52	2,787.18	534,121.84	992,230.48	\$ 125,428.20
53	122,947.62	6,111,092.14	2,480.58	536,602.41	869,282.86	\$ 125,428.20
54	123,254.99	6,234,347.13	2,173.21	538,775.62	746,027.87	\$ 125,428.20
55	123,563.13	6,357,910.26	1,865.07	540,640.69	622,464.74	\$ 125,428.20
56	123,872.04	6,481,782.30	1,556.16	542,196.85	498,592.70	\$ 125,428.20
57	124,181.72	6,605,964.02	1,246.48	543,443.33	374,410.98	\$ 125,428.20
58	124,492.17	6,730,456.19	936.03	544,379.36	249,918.81	\$ 125,428.20
59	124,803.40	6,855,259.59	624.80	545,004.16	125,115.41	\$ 125,428.20
<b>60</b>	<b>125,115.41</b>	<b>6,980,375.00</b>	<b>312.79</b>	<b>545,316.95</b>	<b>0.00</b>	<b>\$ 125,428.20</b>

Total Miami-Dade County long-term debt is approximately \$6,980,375 as of 10/1/2017.

### CAPITAL VEHICLE/EQUIPMENT LEASES

Long-term debt of the City's for capital leases, include the following:

(a) The Bancorp Bank:

	Original Loan				Payoff as of 11-30-17	Monthly Payments
	Amount	Term (Months)	Leased Date	Maturity Date		
2014 (1) Ford Transit Connect XLT	\$ 28,101	60	8/7/2014	7/31/2019	\$ 12,116.44	\$ 540.54

	Original Loan				Payoff as of 11-30-17	Monthly Payments
	Amount	Term (Months)	Leased Date	Maturity Date		
2015 (2) 2015 Ford Escape Utility	\$ 42,632	60	2/11/2015	1/31/2020	\$ 24,251.60	\$ 850.00

	Original Loan				Payoff as of 11-30-17	Monthly Payments
	Amount	Term (Months)	Leased Date	Maturity Date		
2014 (3) Chevy Tahoe Utility	\$ 100,211	60	4/29/2014	3/31/2019	\$ 38,695.95	\$ 1,989.00

	Original Loan				Payoff as of 11-30-17	Monthly Payments
	Amount	Term (Months)	Leased Date	Maturity Date		
2014 (7) Chevy Tahoe Utility	\$ 233,825	60	5/15/2014	4/30/2019	\$ 90,728.20	\$ 4,620.00

(b) Ford Municipal Credit:

	Original Loan				Payoff as of 11-24-17	Monthly Payments
	Amount	Term (Months)	Leased Date	Maturity Date		
2013 (9) Ford Trucks, (1) E250	\$ 169,498	60	6/14/2013	6/14/2018	\$ 21,869.55	\$ 3,118.93

	Original Loan				Payoff as of 11-30-17	Monthly Payments
	Amount	Term (Months)	Leased Date	Maturity Date		
2013 (2) Ford Expedition	\$ 64,434	\$ 60	4/30/2013	4/30/2018	\$ 7,407.75	\$ 1,231.80

	Original Loan				Payoff as of 11-25-17	Monthly Payments
	Amount	Term (Months)	Leased Date	Maturity Date		
2013 (1) Elgin Broom Bear Street Sweeper	\$ 218,500	\$ 60	3/15/2013	3/15/2018	\$ 16,238.33	\$ 4,001.29

Total capital leases long-term debt (payoff) is approximately \$211,308 as of 10/30/2017.

## RESERVE POLICY

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

## 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.

## 5 YEAR FINANCIAL RECOVERY AND STABILIZATION PLAN

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.

# Fund Descriptions

## MAJOR GOVERNMENTAL FUNDS:

Governmental funds focus on how money flows into and out of those funds and the balances left at year-end that are available for spending.

**001 The General Fund** is the government's primary operating fund. It accounts for all financial resources of the general government, except those required 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.

**The Capital Projects Funds** accounts for the resources accumulated and expenditures made for the acquisition or construction of long term capital assets other than for amounts accounted for in proprietary funds. The purpose of the fund is to provide segregation of funds for capital improvement projects not funded from the water or wastewater funds. Funds in the capital improvement fund may be expended for any budgeted capital improvement project approved by the City Commission; and specified in a capital improvements program adopted by the City Commission.

There are two funds in this group:

**320 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.

**230 Debt Service Fund:** The fund accounts for the repayment of the Series 2011 A&B Capital Improvement revenue bonds and the Series 2015 A&B Capital Improvement Note.

## SPECIAL REVENUE FUNDS:

The funds account for the proceeds of specific revenue sources that are statutorily restricted for designated activities or services.

**165 Special Law Enforcement Revenue Fund** is used to account for the proceeds from the State's special law enforcement trust fund, fines and forfeitures.

**171 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.

**172 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.

**176 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.

**180 Community Redevelopment Agency (CRA) Fund** accounts for a City Agency which uses tax-increment financing to encourage redevelopment. The redevelopment will include not only physical improvement of the community but also economic development and empowerment of the residents.

**490 Town Center** – This fund is used to account for the rental income and expenses of the City’s Administrative Office Complex.

**MAJOR PROPRIETARY FUNDS:** When the City charges customers for the services it provides – whether to outside customers or to other units of the City. **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:

**410 Solid Waste Management Fund** – This fund is used to account for solid waste collection services. The City has contracted with outside entities to collect residential and commercial trash and garbage, and recycling.

**440 Water and Sewer 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.

**450 Stormwater 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.

Additionally, the City reports the following fund types:

**The Internal Service Funds** account for information technologies and risk management services provided to other departments or

agencies of the government, on a cost reimbursement basis.

**FIDUCIARY FUNDS:** Fiduciary Funds are used to account for resources held for the benefits of parties outside the City.

## PROPERTY TAX MILLAGE SUMMARY<sup>15</sup>

	City Millage
FY 2017 Adopted Millage	10.0000
FY 2018 Rolled Back Millage Rate	9.5444
FY 2018 Recommended Millage	8.9999
% Decrease over Rolled Back Rate	-5.70%

FY 2018 Value of 1 Mill			Property Taxes at 8.9999		
Mills	Gross Revenue	Net Revenue (95%)	Assessed Value of Home	With \$50,000 Homestead Exemption	No Homestead Exemption
1.00	\$803,622	\$763,863	\$300,000	\$2,250	\$2,700
0.90	\$723,260	\$687,477	\$250,000	\$1,800	\$2,250
0.80	\$642,898	\$611,091	\$225,000	\$1,575	\$2,025
0.70	\$562,535	\$534,704	\$200,000	\$1,350	\$1,800
0.60	\$482,173	\$458,317	\$175,000	\$1,125	\$1,575
0.50	\$401,811	\$381,931	\$150,000	\$900	\$1,350
0.40	\$321,449	\$305,545	\$125,000	\$675	\$1,125
0.30	\$241,087	\$229,159	\$100,000	\$450	\$900
0.20	\$160,724	\$152,772	\$75,000	\$225	\$675
0.10	\$80,362	\$76,386	\$50,000	\$0	\$450

9 Year Millage, Taxable Value, and Revenue History				
Fiscal Year	Tax Rate/ Millage	Final Taxable Values	Actual Property Tax Revenue	% Change in Budgeted Revenue
2010	8.3000	\$858,626,849	\$7,184,822	-2.30%
2011	8.8000	\$742,932,317	\$6,429,836	-2.02%
2012	9.1526	\$697,830,150	\$6,656,167	6.64%
2013	9.1000	\$659,709,852	\$5,842,217	-3.26%
2014	9.0890	\$619,368,001	\$6,359,842	10.43%
2015	8.5000	\$632,089,339	\$5,450,485	
2016	8.9000	\$691,118,724	\$5,948,725	
2017	10.0000	\$741,894,815	\$7,139,541	
2018	8.9999	\$803,622,462	\$6,874,693	

<sup>15</sup> FY 2018 taxable value represents the adopted value prior to the Value Adjustment Board changes. FY 2015 – FY 2018 revenues represent the adopted property tax revenues.

## TAX IMPACT OF RECOMMENDED MILLAGE RATE<sup>16</sup>

FY 16 Valuation	FY 2016/17	FY 2017/18
<p><b>Average Assessed = \$60,749</b></p>  <p>FY 17 Value Change= +6.93%</p>	<p><b>Residential</b> <b>Opa-locka:</b></p> <p><b>General Fund      \$607.49</b></p>	<p><b>\$584.62</b></p>
<p><b>Average Assessed = \$60,749</b></p>  <p>SOH Adjustment = +2.1%</p>	<p><b>Residential</b> <b>Opa-locka:</b></p> <p><b>General Fund      \$607.49</b></p>	<p><b>\$558.22</b></p>
<p><b>Average Market = \$80,244</b></p>  <p>FY 17 Value Change= +6.93%</p>	<p><b>Residential</b> <b>Opa-locka:</b></p> <p><b>General Fund      \$802.44</b></p>	<p><b>\$772.24</b></p>
	<p><b>Tax Impact =</b></p>	<p><b>(\$22.87)</b></p>
	<p><b>Tax Impact =</b></p>	<p><b>(\$49.27)</b></p>
	<p><b>Tax Impact =</b></p>	<p><b>(\$30.20)</b></p>

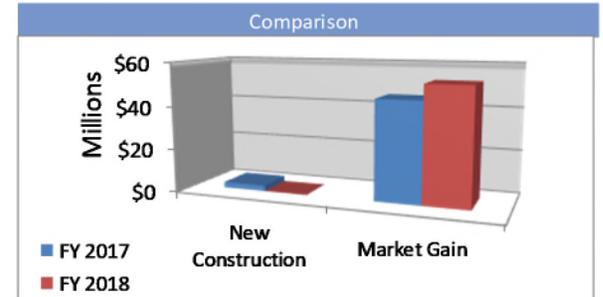
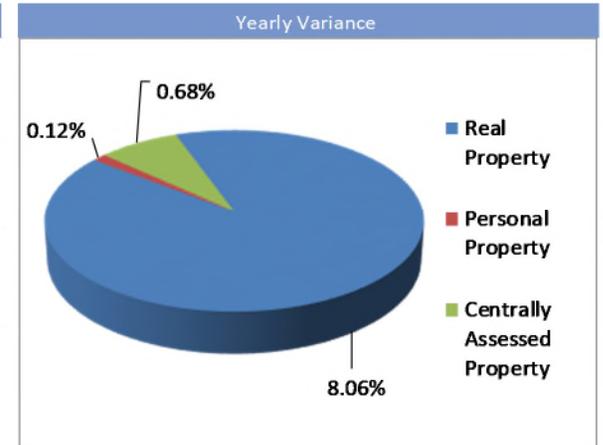
<sup>16</sup> The valuation changes and the average assessed and market values were provided by the Miami Dade County Property Appraiser's Office.

## Change in Assessed Valuation

	FY 2017	FY 2018	\$ Gain/Loss	Variance
Real Property	\$644,599,628	\$696,558,420	\$51,958,792	8.06%
Personal Property	\$105,216,943	\$105,338,321	\$121,378	0.12%
Centrally Assessed Property	\$1,714,036	\$1,725,721	\$11,685	0.68%
Net Taxable Value	\$751,530,607	\$803,622,462	\$52,091,855	6.93%

**Breakdown:**

	FY 2017	FY 2018	% of Variance
New Construction	\$2,519,189	-\$420,725	-0.06%
Market Gain	\$45,436,776	\$52,512,580	6.99%
Total	\$47,955,965	\$52,091,855	6.93%



**BUDGET SUMMARY**  
**CITY OF OPA-LOCKA - FISCAL YEAR 2017/2018**  
**THE PROPOSED OPERATING BUDGET EXPENDITURES OF THE CITY OF OPA-LOCKA**  
**ARE -17.02 PERCENT LESS THAN LAST YEAR'S TOTAL OPERATING EXPENDITURES.**

	GENERAL FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOWN CENTER FUND	SPECIAL REVENUE FUND	TOTAL
<u>CASH BALANCE BROUGHT FORWARD</u>	\$3,700,000	\$0	\$773,528	\$0	\$0	\$10,000	\$4,483,528
<u>ESTIMATED REVENUES:</u>							
Taxes: Millage Per \$1,000							
AD VALOREM TAXES (GEN) 8.9999	\$6,874,693	-	-	-	-	585,392	\$7,460,085
Sales and Use Taxes	62,749	1,520,158	-	-	-	-	\$1,582,907
Franchise Taxes	1,355,659	-	-	-	-	-	\$1,355,659
Communications Tax	-	-	-	-	-	-	\$0
Business Taxes	181,883	-	-	-	-	-	\$181,883
Licenses and Permits	638,401	-	-	-	-	-	\$638,401
Intergovernmental Revenue	68,504	2,257,457	-	-	-	180,000	\$2,505,961
Charges for Services	78,713	-	8,492,813	-	-	-	\$8,571,526
Fines and Forfeitures	1,218,670	-	-	-	-	-	\$1,218,670
Miscellaneous Revenues	221,752	-	584,771	-	327,313	-	\$1,133,836
Other Financing Sources	2,607,574	-	2,202,770	2,507,231	253,868	-	\$7,571,443
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$13,308,598</b>	<b>\$3,777,615</b>	<b>\$11,280,354</b>	<b>\$2,507,231</b>	<b>\$581,181</b>	<b>\$765,392</b>	<b>\$32,220,371</b>
<b>TOTAL ESTIMATED REVENUES AND BALANCES</b>	<b>\$17,008,598</b>	<b>\$3,777,615</b>	<b>\$12,053,882</b>	<b>\$2,507,231</b>	<b>\$581,181</b>	<b>\$775,392</b>	<b>\$36,703,899</b>
<u>EXPENDITURES/EXPENSES</u>							
General Government Services	\$5,665,094	\$0	-	\$2,507,231	-	\$585,392	\$8,757,717
Public Safety	6,178,130	-	-	-	-	10,000	\$6,188,130
Physical Environment	719,068	-	10,225,471	-	-	-	\$10,944,539
Transportation	398,495	281,138	0	-	581,181	180,000	\$1,440,814
Human Services	-	-	-	-	-	-	\$0
Culture & Recreation	624,943	-	-	-	-	-	\$624,943
Debt Services	-	1,210,892	1,810,260	-	-	-	\$3,021,152
Other Financing Sources (Uses)	2,357,868	2,285,585	-	-	-	-	\$4,643,453
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>\$15,943,598</b>	<b>\$3,777,615</b>	<b>\$12,035,731</b>	<b>\$2,507,231</b>	<b>\$581,181</b>	<b>\$775,392</b>	<b>\$35,620,748</b>
Reserves	1,065,000	-	18,151	-	-	-	\$1,083,151
<b>TOTAL APPROPRIATED EXPENDITURES AND RESERVES</b>	<b>\$17,008,598</b>	<b>\$3,777,615</b>	<b>\$12,053,882</b>	<b>\$2,507,231</b>	<b>\$581,181</b>	<b>\$775,392</b>	<b>\$36,703,899</b>

THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE BUDGET OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

## FY 2018 PROPOSED CITYWIDE ENHANCEMENTS

	Description	Personnel Expenses	Operating Expenses	Capital Outlays	Total	Department / Division
1	Removed Prior Year Salary Reductions (2%, 5%, & 10%), does not include Police Department	\$ 207,232			\$ 207,232	Citywide
2	Monthly Allowance account		\$ 60,000		\$ 60,000	City Commission
3	To fund the homeland patrol services		\$ 76,506		\$ 76,506	Town Center One
4	To fund electric costs		\$ 15,000		\$ 15,000	Town Center One
5	General Fund reimbursement - administration		\$ 43,538		\$ 43,538	Town Center One
6	General Fund reimbursement - electricity		\$ 16,890		\$ 16,890	Town Center One
7	Salaries Executive - To fund twelve months for an ACM	\$ 66,250			\$ 66,250	Non Departmental
8	Increased Salary for two ACM and City Manager	\$ 79,501			\$ 79,501	Non Departmental
9	To fund electric costs		\$ 40,000		\$ 40,000	General Government
10	To fund prior and current Tax Increment Financing for the CRA		\$ 469,253		\$ 469,253	General Government
11	Obligation for the Historic Preservation Grant		\$ 100,000		\$ 100,000	General Government
12	Transfer out to the Water & Sewer Fund for capitial improvement projects		\$ 2,100,000		\$ 2,100,000	Interfund Transfers
13	Transfer out to the Town Center One Fund		\$ 253,868		\$ 253,868	Interfund Transfers
14	Increase to the General Fund Reserve		\$ 500,000		\$ 500,000	Reserves
15	Increase Salary for the Asst. City Clerk	\$ 3,780			\$ 3,780	City Clerk
16	To fund Office Supplies		\$ 1,250		\$ 1,250	City Clerk
17	Additional P/T Clerk	\$ 17,336			\$ 17,336	City Clerk
18	Increase the Education Account		\$ 2,000		\$ 2,000	City Clerk
19	To fund the City Attorneys contract		\$ 26,400		\$ 26,400	City Attorney
20	To fund the Contingency account		\$ 200,000		\$ 200,000	City Attorney
21	To fund Other Contracted Services account		\$ 39,645		\$ 39,645	Human Resources
22	To fund the Employee Recognition account		\$ 600		\$ 600	Human Resources
23	To fund the Employee Training account		\$ 5,000		\$ 5,000	Human Resources
24	To fund the Other Contracted Service account for the Accounts Payable Clerk and the Senior Accountant		\$ 34,400		\$ 34,400	Finance Department
25	To fund the Other Contracted Service account to pay the Senior Accountant with Robert Half		\$ 22,020		\$ 22,020	Utility Billing
26	To fund the software licensing account for antivirus, vehicle gps, and licensing software		\$ 74,025		\$ 74,025	Information Technology
27	To fund the purchase of pc/servers and the CCTV system			\$ 79,000	\$ 79,000	Information Technology
28	To fund twelve full months for an Asst. Parks & Rec. Director	\$ 32,462			\$ 32,462	Parks & Recreation
29	To fund the Pool Maintenance account		\$ 12,000		\$ 12,000	Parks & Recreation
30	To fund the Sports Official Fees		\$ 6,000		\$ 6,000	Parks & Recreation
31	To fund the part time account for 3 Inspectors at 14 hours per pay period	\$ 48,583			\$ 48,583	Building & Licenses
32	Increase in the Postage account		\$ 4,000		\$ 4,000	Building & Licenses
33	Increase in the Publicaiton/Subscription/Membership account		\$ 2,500		\$ 2,500	Building & Licenses
34	Increase in the Education Cost account		\$ 5,000		\$ 5,000	Building & Licenses
35	To fund the Office Supplies account		\$ 875		\$ 875	Building & Licenses
36	Salaries Regular - To hire a full time Planner at 90% (position was defunded in FY 17)	\$ 49,490			\$ 49,490	Planning & Community Development
37	To fund replatting of City properties and codification of the zoning code		\$ 10,500		\$ 10,500	Planning & Community Development
38	Salaries Regular - To hire a full time Planner at 10% (position was defunded in FY 17)	\$ 5,499			\$ 5,499	CRA
39	To fund the Other Professional account for a stenographer		\$ 2,500		\$ 2,500	CRA
40	To fund the Other Contracted Services account for legal costs		\$ 15,882		\$ 15,882	CRA
41	To fund the County Administrative Fee account		\$ 1,742		\$ 1,742	CRA
42	To reimburse the W & S Fund		\$ 102,770		\$ 102,770	CRA
43	To deposit TIF reveeneus in the Trust Expense Account		\$ 358,392		\$ 358,392	CRA
44	To procure sod, mulch, street light fixtures and paint		\$ 43,500		\$ 43,500	Roads & Streets

## FY 2018 PROPOSED CITYWIDE ENHANCEMENTS

	Description	Personnel Expenses	Operating Expenses	Capital Outlays	Total	Department / Division
45	To fund the Repair and Building Maintenance account		\$ 6,961		\$ 6,961	Building Maintenance
46	To fund the disposal of oil, permit, and fire inspection		\$ 5,000		\$ 5,000	Vehicle Maintenance
47	To procure vehicle maintenance related parts and repairs		\$ 50,000		\$ 50,000	Vehicle Maintenance
48	To procure tires and related expenses		\$ 30,000		\$ 30,000	Vehicle Maintenance
49	To fund the solid waste disposal expense		\$ 80,000		\$ 80,000	Sanitation
50	To pay the accounts payable clerk and the County for billing & collection of water charges		\$ 135,520		\$ 135,520	Water Services
51	To fund the Machinery & Equipment account to procure parts		\$ 25,000		\$ 25,000	Water Services
52	To fund the purchase of water		\$ 430,957		\$ 430,957	Water Services
53	To fund repair and flow testing, and the County service for billing & collection of sewer charges		\$ 121,660		\$ 121,660	Sewer Services
54	To fund the debt to the County for past Water & Sewer services		\$ 1,091,263		\$ 1,091,263	Sewer Services
55	To rent a Vactor Truck		\$ 74,146		\$ 74,146	Storm Water Management
56	To procure special supplies		\$ 5,000		\$ 5,000	Storm Water Management
57	To fund the Admin. Reimbursement account		\$ 196,561		\$ 196,561	Storm Water Management
58	To fund Resurfacing Improvements			\$ 281,138		Safe Neig. Capital Improvement
59	To fund Cairo Lane, Zone 6, Zone 1 & 2, and the Burlington Canal projects				\$ 2,100,000	Water & Sewer Capital Projects
60	Increase to Police Department Salaries	\$ 283,816			\$ 283,816	
61	Increase to fund Overtime	\$ 15,000			\$ 15,000	Criminal Investigative
62	To fund the Other Contracted Services account		\$ 2,000		\$ 2,000	Police Administration
63	To fund the Clothing & Uniform account		\$ 6,000		\$ 6,000	Police Administration
64	To fund computer hardware and internet upgrade			\$ 36,000	\$ 36,000	Police Administration
65	To purchase 12 police cruisers			\$ 51,000	\$ 51,000	Police Patrol
66	Reclassifications of Public Works/CIP/W&S employees	\$ 30,074			\$ 30,074	
	<b>GRAND TOTAL</b>	<b>\$ 631,791</b>	<b>\$ 6,906,124</b>	<b>\$ 447,138</b>	<b>\$ 9,803,915</b>	

## Schedule of Personnel

	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018

**GENERAL FUND:**

**City Commission**

City Commission	5.0	5.0	5.0	5.0	5.0
<b>Department Total</b>	5.0	5.0	5.0	5.0	5.0

**City Manager**

City Manager	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	2.0	1.0	2.0
Budget Administrator	1.0	1.0	-	-	-
Executive Secretary	1.0	1.0	1.0	1.0	1.0
Media Coordinator	2.0	2.0	2.0	-	-
Purchasing Officer	1.0	1.0	1.0	-	-
Secretary	1.0	1.0	-	-	-
Administrative Assistant	-	-	-	1.0	1.0
Receptionist	1.0	1.0	1.0	-	-
<b>Office Total</b>	9.0	9.0	8.0	4.0	5.0

**City Attorney**

City Attorney - Contracted	-	-	-	-	-
<b>Office Total</b>	0.0	0.0	0.0	0.0	0.0

**City Clerk**

City Clerk	1.0	1.0	1.0	1.0	1.0
Assistant City Clerk	1.0	1.0	1.0	1.0	1.0
Clerk (P/T)	-	-	-	-	1.0
Executive Secretary to the City Commission	1.0	1.0	-	-	-
Receptionist	1.0	1.0	1.0	1.0	1.0
OCS Outreach Manager	1.0	-	-	-	-
<b>Office Total</b>	5.0	4.0	3.0	3.0	4.0

**Human Resources**

Human Resources Director	1.0	1.0	1.0	1.0	1.0
Human Resources Administrator	-	-	-	0.5	0.5
Human Resources Specialist II	1.0	3.0	1.0	-	-
Risk Manager	1.0	1.0	1.0	0.5	0.5
Administrative Assistant - Contracted	1.0	2.0	1.0	-	-
<b>Department Total</b>	4.0	7.0	4.0	2.0	2.0

## Schedule of Personnel

	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018

### *Finance*

Finance Director	1.0	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	-	-
Budget Administrator	-	-	1.0	1.0	-
Senior Accountant - Contracted	-	-	-	-	-
Accountant	1.0	1.0	-	1.0	1.0
Administrative Assistant	1.0	1.0	2.0	1.0	1.0
Administrative Assistant - Payroll	-	1.0	1.0	-	-
Grant Writer	1.0	1.0	1.0	1.0	-
Accounts Payable Clerk - Contracted	1.0	1.0	1.0	-	-
Payroll Clerk	-	-	-	1.0	1.0
<b>Department Total</b>	<b>6.0</b>	<b>7.0</b>	<b>8.0</b>	<b>6.0</b>	<b>4.0</b>

### *Information Technology*

Information Technology Director	1.0	1.0	1.0	1.0	1.0
Information Systems Specialist	1.0	1.0	1.0	1.0	1.0
TV/Video Production Assistant	1.0	1.0	-	-	-
<b>Department Total</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

### *Building & Licenses*

Building Official	1.0	1.0	1.0	1.0	1.0
City Engineer	-	-	-	0.5	0.5
Administrative Assistant	2.0	2.0	1.0	-	-
Building Clerk	1.0	1.0	1.0	2.0	2.0
Mechanical Inspector (P/T)	1.0	1.0	1.0	1.0	1.0
Plumbing Inspector (P/T)	1.0	1.0	1.0	1.0	1.0
Electrical Inspector (P/T)	1.0	1.0	1.0	1.0	1.0
Building Inspector(P/T)	1.0	1.0	-	-	-
<b>Department Total</b>	<b>8.0</b>	<b>8.0</b>	<b>6.0</b>	<b>6.5</b>	<b>6.5</b>

### *Planning & Community Development*

Planning & Community Development Director	1.0	1.0	1.0	0.9	0.9
Planner	1.0	1.0	1.0	0.9	0.9
Planning Consultant	1.0	1.0	-	-	-
Zoning Official	1.0	1.0	1.0	0.9	0.9
Executive Secretary	1.0	1.0	1.0	0.9	0.9
<b>Department Total</b>	<b>5.0</b>	<b>5.0</b>	<b>4.0</b>	<b>3.6</b>	<b>3.6</b>

## Schedule of Personnel

	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018

**Police: Code Enforcement**

Code Enforcement Manager	1.0	1.0	-	1.0	1.0
Neighborhood Improvement Specialist	-	-	-	-	-
Code Enforcement Officer	4.0	5.0	4.0	2.0	2.0
Customer Service Rep.	-	-	-	1.0	1.0
Administrative Assistant	-	1.0	-	1.0	1.0
<b>Division Total</b>	<b>5.0</b>	<b>7.0</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>

**Public Works: Administration**

Public Works Director	1.0	1.0	-	0.5	0.5
Assistant Director	-	-	1.0	1.0	-
City Engineer	-	-	-	0.5	0.5
Administrative Assistant	-	1.0	1.0	-	-
Executive Secretary	1.0	1.0	1.0	1.0	1.0
<b>Division Total</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>

**Public Works: Building Maintenance**

Supervisor	1.0	1.0	-	-	1.0
Carpenter	1.0	1.0	-	-	-
Custodian	1.0	2.0	-	-	-
Electrician	1.0	1.0	-	-	1.0
Maintenance Workers	-	-	3.0	2.0	2.0
<b>Division Total</b>	<b>4.0</b>	<b>5.0</b>	<b>3.0</b>	<b>2.0</b>	<b>4.0</b>

**Public Works: Ground & Parks Maintenance**

Code Enforcement - Lead Worker	-	-	-	-	1.0
Urban Rangers	-	-	-	-	4.0
<b>Division Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5.0</b>

**Public Works: Roads & Streets**

Supervisor	1.0	1.0	-	-	-
Maintenance Worker	4.0	4.0	3.0	3.0	3.0
Strike Team	-	-	4.0	-	-
Neighborhood Improvement Specialist	1.0	1.0	-	-	-
Landscape Supervisor	-	-	-	-	-
Urban Rangers	4.0	4.0	-	3.0	-
Car Wash	2.0	-	-	-	-
<b>Division Total</b>	<b>12.0</b>	<b>10.0</b>	<b>7.0</b>	<b>6.0</b>	<b>3.0</b>

**Public Works: Vehicle Maintenance**

Fleet Manager	1.0	1.0	-	-	-
Lead Auto Mechanic	-	1.0	-	2.0	-
Auto Mechanic	3.0	3.0	-	-	2.0
<b>Division Total</b>	<b>4.0</b>	<b>5.0</b>	<b>0.0</b>	<b>2.0</b>	<b>2.0</b>

## Schedule of Personnel

	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018

**Police: Community Empowerment Team**

CET Outreach Coordinator	1.0	1.0	-	-	-
CET Outreach Assistant	1.0	1.0	-	-	-
<b>Division Total</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Police: Office of the Chief**

Police Chief	1.0	1.0	1.0	1.0	1.0
Assistant Police Chief	1.0	1.0	1.0	1.0	1.0
Police Major	1.0	1.0	-	-	-
Executive Secretary	1.0	2.0	2.0	1.0	1.0
<b>Division Total</b>	<b>4.0</b>	<b>5.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>

**Police: General Investigative**

Police Major	1.0	1.0	1.0	-	-
Police Lieutenant	1.0	1.0	1.0	-	1.0
Police Corporal	-	-	-	2.0	1.0
Police Officer	-	3.0	2.0	1.0	1.0
Detective	-	-	-	-	2.0
Crime Analyst	-	-	-	1.0	1.0
Crime Scene Investigators	1.0	1.0	-	-	-
Clerk Typist	1.0	1.0	1.0	-	-
<b>Division Total</b>	<b>4.0</b>	<b>7.0</b>	<b>5.0</b>	<b>4.0</b>	<b>6.0</b>

**Police: Patrol**

Police Lieutenant	2.0	1.0	4.0	3.0	1.0
Police Major	-	-	1.0	-	1.0
Police Captain	1.0	1.0	-	-	-
Police Sergeant	3.0	3.0	3.0	3.0	3.0
Police Corporal	8.0	9.0	9.0	2.0	5.0
Police Officer	36.0	36.0	30.0	33.0	31.0
<b>Division Total</b>	<b>50.0</b>	<b>50.0</b>	<b>47.0</b>	<b>41.0</b>	<b>41.0</b>

## Schedule of Personnel

	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018

**Police: Administration**

Communications Operators (P/T)	1.0	-	-	-	-
Communications Operators	6.0	6.0	3.0	1.0	2.0
School Crossing Guard Supervisor (P/T)	1.0	1.0	1.0	1.0	1.0
Intelligence Analyst	-	1.0	1.0	-	-
Neighborhood Improvement Specialist	-	-	-	1.0	-
Grant Writer	-	-	-	1.0	-
Records Specialist	-	1.0	-	1.0	-
Clerk Typist	-	-	-	1.0	1.0
School Crossing Guard (P/T)	11.0	11.0	10.0	9.0	9.0
Property Specialist	1.0	1.0	1.0	1.0	1.0
<b>Division Total</b>	<b>20.0</b>	<b>21.0</b>	<b>16.0</b>	<b>16.0</b>	<b>14.0</b>

**Parks & Recreation**

Parks & Recreation Director	1.0	1.0	1.0	1.0	1.0
Assistant Parks & Recreation Director	1.0	1.0	1.0	1.0	1.0
Superintendent	-	-	-	-	1.0
Senior Citizens Coordinator	2.0	2.0	2.0	2.0	1.0
Recreation Supervisor	1.0	1.0	2.0	2.0	1.0
Recreation Leader	6.0	6.0	4.0	2.0	2.0
Recreation Leader (P/T)	-	-	-	2.0	2.0
Executive Secretary	1.0	1.0	1.0	1.0	1.0
Counselor	2.0	2.0	2.0	-	-
Administrative Assistant	1.0	1.0	1.0	-	-
Driver	1.0	1.0	0.0	-	-
Certified Lifeguard (P/T)	2.0	1.0	1.0	-	-
<b>Department Total</b>	<b>18.0</b>	<b>17.0</b>	<b>15.0</b>	<b>11.0</b>	<b>10.0</b>

<b>GENERAL FUND TOTAL</b>	<b>170.0</b>	<b>180.0</b>	<b>144.0</b>	<b>125.1</b>	<b>127.1</b>
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**WATER & SEWER FUND:**

**Utility Billing**

Utility Billing Supervisor	1.0	1.0	1.0	1.0	1.0
Utility Billing Specialist	3.0	3.0	1.0	2.0	2.0
Utility Billing Specialist/Collections	1.0	1.0	1.0	-	-
Central Cashier	1.0	1.0	1.0	1.0	1.0
<b>Division Total</b>	<b>6.0</b>	<b>6.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

## Schedule of Personnel

	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018

### *Customer Service*

Customer Care Service Manager	2.0	2.0	1.0	1.0	-
<b>Division Total</b>	2.0	2.0	1.0	1.0	0.0

### *Meter Readers*

Meter Reader Supervisor	1.0	1.0	-	-	-
Water Supervisor	-	-	-	1.0	1.0
Meter Readers	3.0	2.0	5.0	5.0	4.0
Heavy Equipment Operator	-	-	-	-	1.0
Automated Meter Readers Project Workers	-	6.0	-	-	-
Maintenance Workers	-	-	2.0	-	-
Alley Workers	6.0	7.0	-	-	-
<b>Division Total</b>	10.0	16.0	7.0	6.0	6.0

### *Water Service*

Water Services Supervisor	1.0	1.0	1.0	-	1.0
Water Services Utility Mechanic	4.0	6.0	3.0	2.0	2.0
Fire Hydrant Workers	5.0	5.0	-	-	-
Project Manager	1.0	-	-	-	-
CAD Analyst	1.0	-	-	-	-
Administrative Assistant	1.0	-	-	-	-
<b>Division Total</b>	13.0	12.0	4.0	2.0	3.0

### *Sewer Service*

Sewer Services Supervisor	1.0	1.0	1.0	1.0	1.0
Maintenance Supervisor	-	-	-	1.0	-
Superintendent	-	-	-	-	1.0
Utility Maintenance	-	-	-	1.0	1.0
Sewer Services Utility Mechanic	3.0	2.0	2.0	3.0	3.0
Project Coordinator	1.0	1.0	1.0	-	-
Project/Utilities Engineer	2.0	1.0	1.0	-	-
<b>Division Total</b>	7.0	5.0	5.0	6.0	6.0

## Schedule of Personnel

	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018

### ***Water & Sewer Capital Projects***

CIP Director	-	-	-	0.5	0.5
Assistant to the City Manager	-	1.0	-	-	-
CIP Coordinator	-	-	-	1.0	1.0
Civil Engineer	-	1.0	-	-	-
Project Manager	-	4.0	2.0	1.0	1.0
CAD Analyst	-	1.0	-	-	-
Administrative Assistant	-	1.0	1.0	-	-
Purchasing Clerk	-	1.0	-	-	-
Budget Analyst	-	1.0	-	-	-
Maintenance Worker	-	-	1.0	-	-
Accountant	-	1.0	1.0	-	-
<b>Division Total</b>	<b>0.0</b>	<b>11.0</b>	<b>5.0</b>	<b>2.5</b>	<b>2.5</b>

<b>WATER &amp; SEWER FUND TOTAL</b>	<b>38.0</b>	<b>52.0</b>	<b>26.0</b>	<b>21.5</b>	<b>21.5</b>
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### **STORMWATER MANAGEMENT FUND:**

#### ***Stormwater Administration***

Stormwater Supervisor	1.0	-	1.0	-	-
Superintendent	-	-	-	-	1.0
Maintenance Worker	-	-	-	1.0	-
Heavy Equipment Operator	2.0	2.0	1.0	3.0	2.0
Utility Mechanic	-	-	2.0	-	-
<b>Division Total</b>	<b>3.0</b>	<b>2.0</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>

<b>STORMWATER MANAGEMENT FUND TOTAL</b>	<b>3.0</b>	<b>2.0</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>
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### **COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND:**

#### **CRA**

CRA Director	1.0	1.0	-	0.1	0.1
Planner	-	-	-	0.1	0.1
Zoning Official	-	-	-	0.1	0.1
Executive Secretary	-	-	-	0.1	0.1
Administrative Assistant	1.0	1.0	-	-	-
Outreach Coordinator	1.0	1.0	-	-	-
<b>Division Total</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.4</b>	<b>0.4</b>

<b>CRA FUND TOTAL</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.4</b>	<b>0.4</b>
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## Schedule of Personnel

	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018

**CRIME PREVENTION FUND:**

*Crime Prevention - This program merged into the Parks & Recreation Department in FY 2014*

	-	-	-	-	-
<b>Division Total</b>	0.0	0.0	0.0	0.0	0.0

<b>CRIME PREVENTION FUND TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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**SOLID WASTE FUND:**

*Solid Waste Disposal - Contracted*

Maintenance Worker	1.0	1.0	-	-	-
<b>Division Total</b>	1.0	1.0	0.0	0.0	0.0

<b>SOLID WASTE FUND TOTAL</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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**TOWN CENTER ONE FUND:**

*Town Center One*

Carpenter's Helper	-	-	-	1.0	1.0
Police Officer	-	-	1.0	-	-
Maintenance Worker	-	-	1.0	-	-
<b>Division Total</b>	0.0	0.0	2.0	1.0	1.0

<b>TOWN CENTER ONE FUND TOTAL</b>	<b>0.0</b>	<b>0.0</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>
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**PEOPLES TRANSPORTATION TAX (PTT) FUND:**

*Peoples Transportation Tax*

Sidewalk Maintenance Worker	-	8.0	-	-	-
<b>Division Total</b>	0.0	8.0	0.0	0.0	0.0

<b>PTT FUND TOTAL</b>	<b>0.0</b>	<b>8.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## Schedule of Personnel<sup>17</sup>

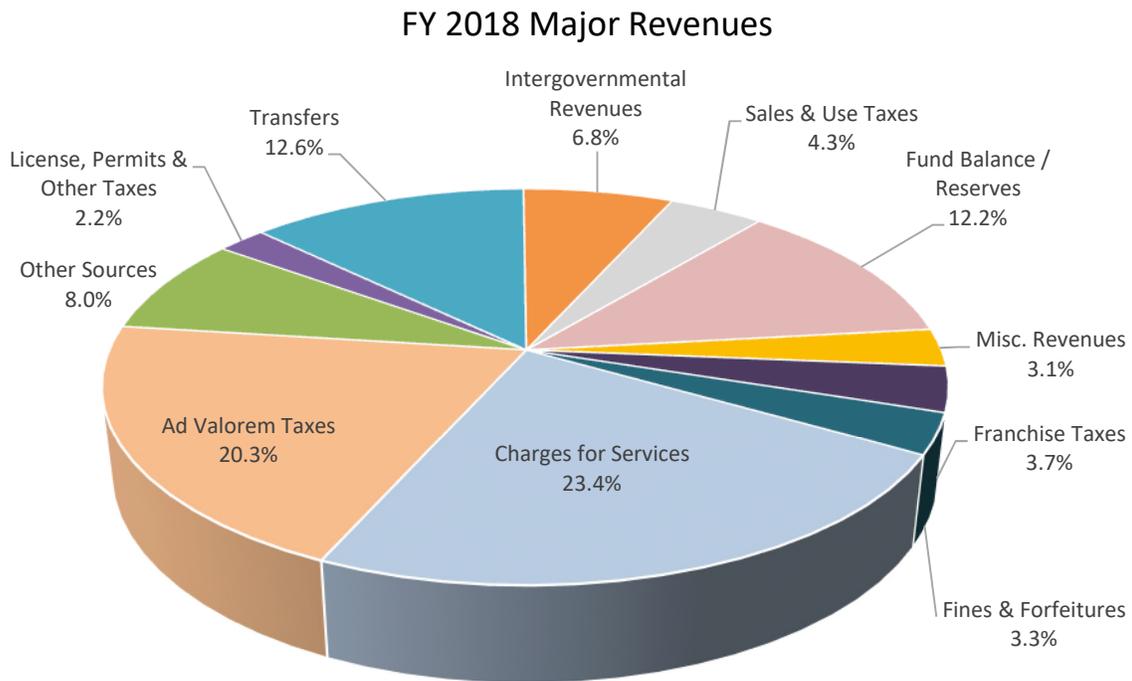
	Approved			Adopted Budget	Recommended Budget
	2013 - 2014	2014 - 2015	2015 - 2016	2016-2017	2017-2018
<b>SUMMARY:</b>					
General Fund	170.0	180.0	144.0	125.1	127.1
Utilities Fund	38.0	52.0	26.0	21.5	21.5
Stormwater Fund	3.0	2.0	4.0	4.0	3.0
Community Redevelopment Agency Fund	3.0	3.0	0.0	0.4	0.4
Crime Prevention Fund	0.0	0.0	0.0	0.0	0.0
Solid Waste Fund	1.0	1.0	0.0	0.0	0.0
Town Center One Fund	0.0	0.0	2.0	1.0	1.0
Peoples Transportation Tax Fund	0.0	8.0	0.0	0.0	0.0
<b>ALL FUNDS TOTAL</b>	<b>215.0</b>	<b>246.0</b>	<b>176.0</b>	<b>152.0</b>	<b>153.0</b>
<b>CITYWIDE FULL TIME EMPLOYEE RECONCILIATION:</b>	<b>206.0</b>	<b>238.0</b>	<b>169.0</b>	<b>137.0</b>	<b>137.0</b>

<sup>17</sup> The (2) additional vacant Urban Ranger positions proposed will be filled by current Water Meter employees.

# Analysis, Trends and Forecasts for Major Revenue Sources

## All Funds Major Revenue Sources

Recommended total revenues for Fiscal Year 2018 for the City of Opa-locka equal \$36,703,899. The major revenue sources, based on 5% or higher, include: charges for services (23%), ad valorem taxes (20%), other sources (8%), transfers (13%), fund balance/reserve (12%), and intergovernmental revenues (7%). For Fiscal Year 2018, the major revenues account for approximately 83.3% of total budgeted revenues.

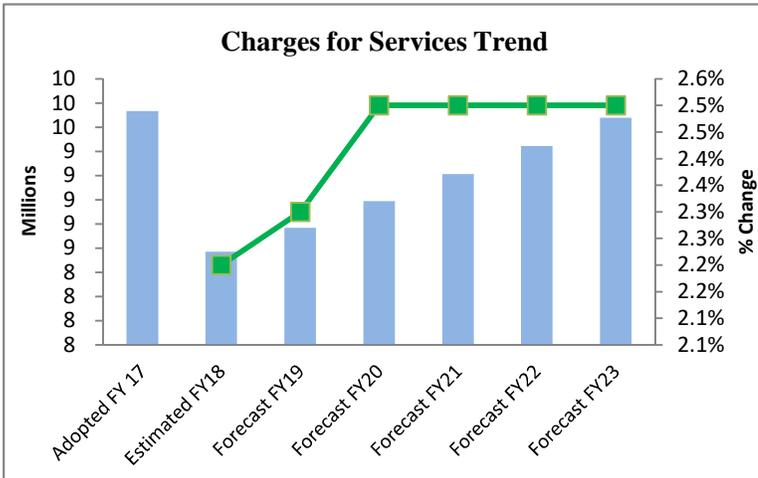


The revenue estimates for Fiscal Year 2018 are forecasted by the Budget Administrator based on historical trends, City Commission approved rate/fee increases, and forecasted economic indicators conducted by the State's Office of Economic and Demographic Research (EDR), as well as, by the Economist Intelligence Unit (EIU). The following sections provide further discussion on the major revenues in greater detail:

## Charges for Services

The recommended charges for services revenue for Fiscal Year 2018 is \$8,571,526. This represents a decrease of 11.94% from the previous fiscal year. Moreover, .91% of the total adopted charges for services are derived from the General Fund, 6.83% Stormwater Fund, and 92.24% Water & Sewer Fund.

The revenue forecast is determined by the Budget Administrator and it is based on the percent change in the consumer price inflation provided by the EIU, located on the Knoema website (knoema.com). The following explains the major revenues in this category:



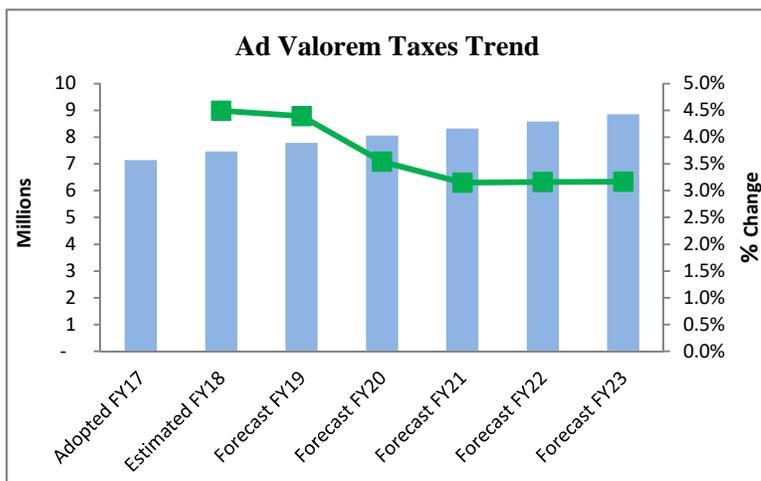
**Water Sales:** Function of the consumption of municipal water within Opa-locka.

**Sewer Charges:** Function of an inter-local agreement for billing and collection of sewer charges between the City and Miami Dade County.

**Garbage Solid Waste Disposal:** Revenue is derived from garbage solid waste disposal fees. Currently, recycling does not provide a revenue stream.

## Ad Valorem Taxes

Ad valorem taxes are levied on all real and personal property within the jurisdiction of the City of Opa-locka and are recorded as “net” of discounts, penalties, and interest. The recommended amount for ad valorem taxes for all funds for Fiscal Year 2018 is \$7,460,085 which represents an increase of 1.42% from the previous fiscal year. This increase is associated with a 6.93% increase in taxable value when compared to Fiscal Year 2017. In addition, the budget includes FY 2016 and FY 2017 City Tax Increment Financing payments. The recommended total millage rate for Fiscal Year 2018 decreased by 10% from the previous fiscal year to 8.9999.



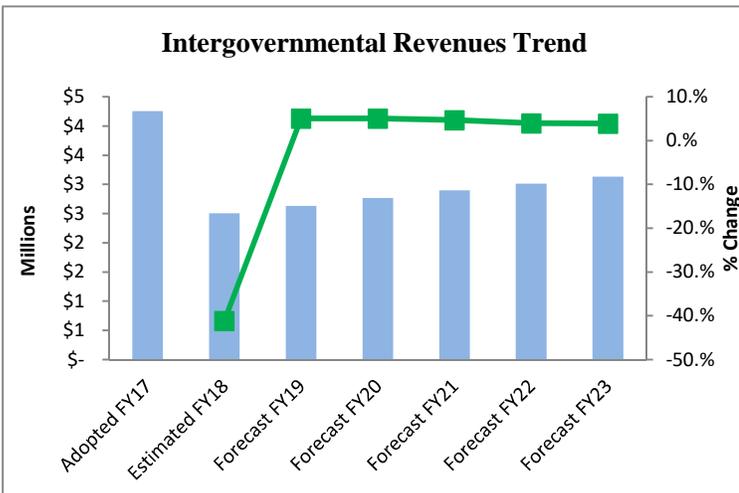
The revenue forecast was conducted by the Budget Administrator and it is based on the per capita Florida personal income forecast conducted by the State’s Office of Economic and Demographic Research.

## Intergovernmental Revenues

This category consists of revenues distributed by the State and County. The recommended revenue for Fiscal Year 2018 is \$2,505,961, which represents a 41.13% decrease from the previous fiscal year, primarily due to not budgeting for the Edward Bryne Grant and COPS Hiring Grants from the Department of Justice, the Brownsfield Grant from Environmental Protection Agency, the County’s Transportation System Surtax proceeds (transportation portion only), the Stormwater Federal Grants, and Water & Sewer Grants. Of the \$2.5 million, approximately \$2.26 million consist of local government ½ cent sales tax, telecommunications tax, and the State revenue sharing program. The revenue forecast was conducted by the Budget Administrator and it is based on forecast conducted by the State’s Office of Economic and Demographic Research. The following explains the major revenues in greater detail:

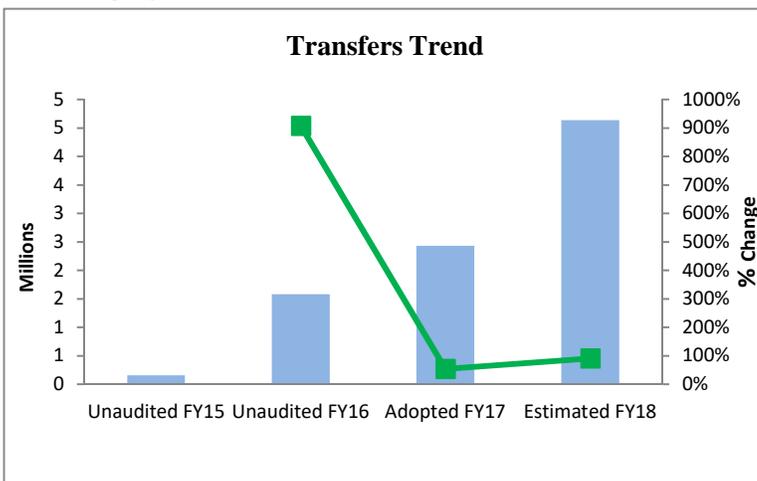
**State Revenue Sharing Intergovernmental Revenue:** This revenue source consists of distributions from the State Revenue Sharing Trust Fund for Municipalities. The municipal revenue sharing program, administered by the Department of Revenue, is comprised of state sales taxes and municipal fuel taxes that are collected and transferred to the Trust Fund.

**Half-cent Sales Tax:** Consists of distributing the portion of state sales tax revenue from the State’s Local Government Half-Cent Sales Tax Cleaning Trust Fund. The estimated half-cent sales tax for Fiscal Year 2018 is estimated at \$1,268,478. This represents a 9.0% decrease from the previous fiscal year or \$125,344.



## Transfers

This category consists of revenues transferred to various funds. The total estimated transfers for Fiscal Year 2018 are \$4,639,453. This is an increase of 90.96% from the previous fiscal year or \$2,209,874. The major transfers include: transfers from the General Fund to the Water & Sewer Fund (\$2,100,000), from the General Fund to the Town Center One Fund (\$253,868), and from the Capital Improvement Debt Service Fund to the General Fund (\$2,285,585).



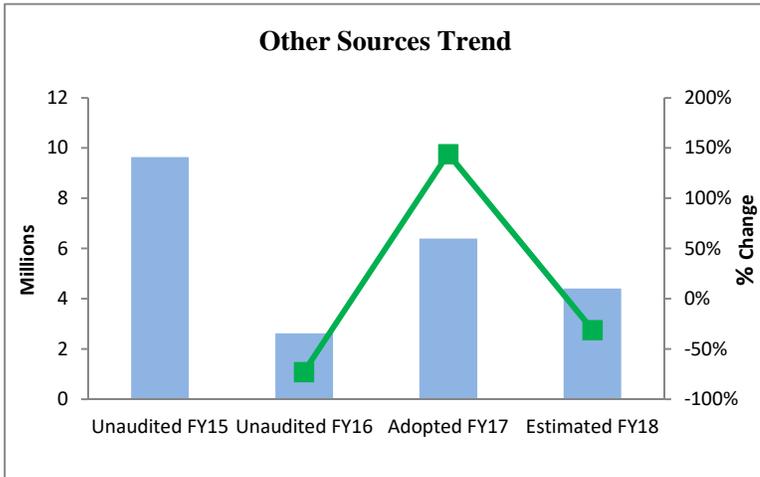
## Other Sources

Other sources for Fiscal Year 2018 make up \$2,931,990 in revenues. This is a decrease of 54.13% from Fiscal Year 2017 or \$3,460,598. The decrease in revenue from other sources is primarily associated with a decrease in State Revolving Loan proceeds. However, this decrease was offset slightly by an increase in internal service fees related to risk insurance and information technology. Major revenues under this category include:

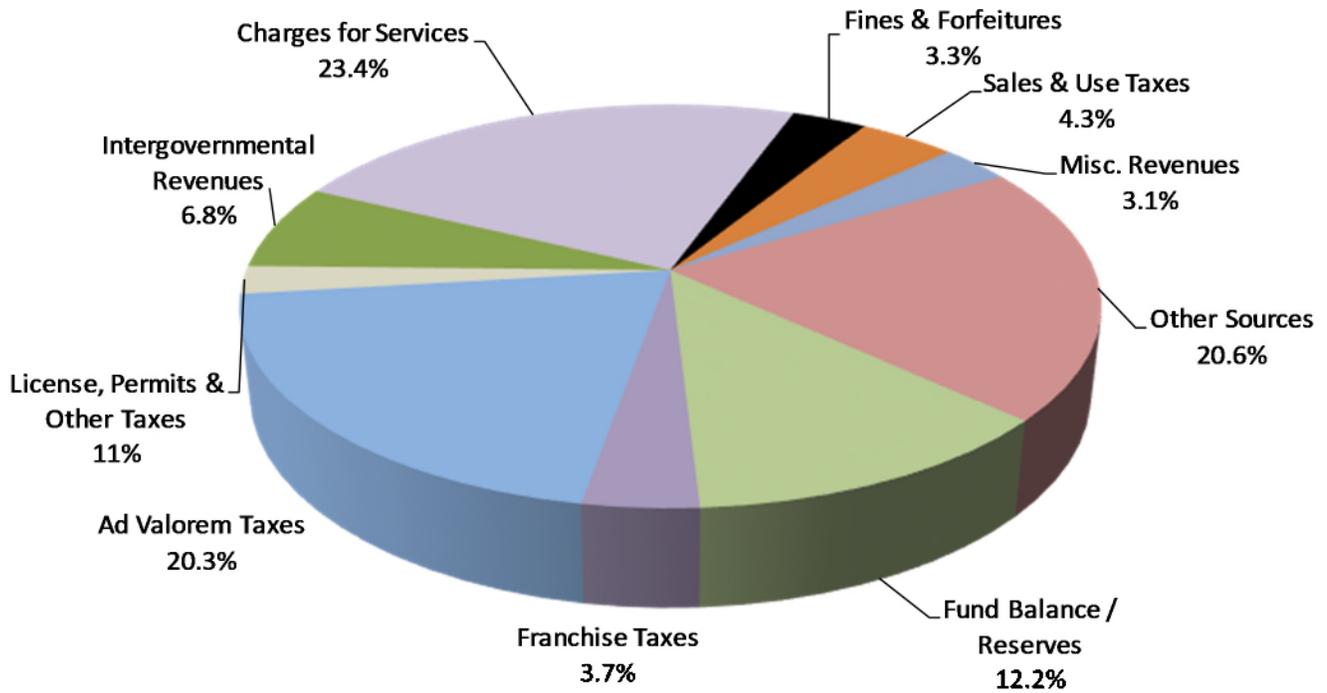
**Administrative Services:** Function of various General Fund services provided to citywide funds.

**M.I.S. Service Fees:** Function of information technologies services provided to citywide funds.

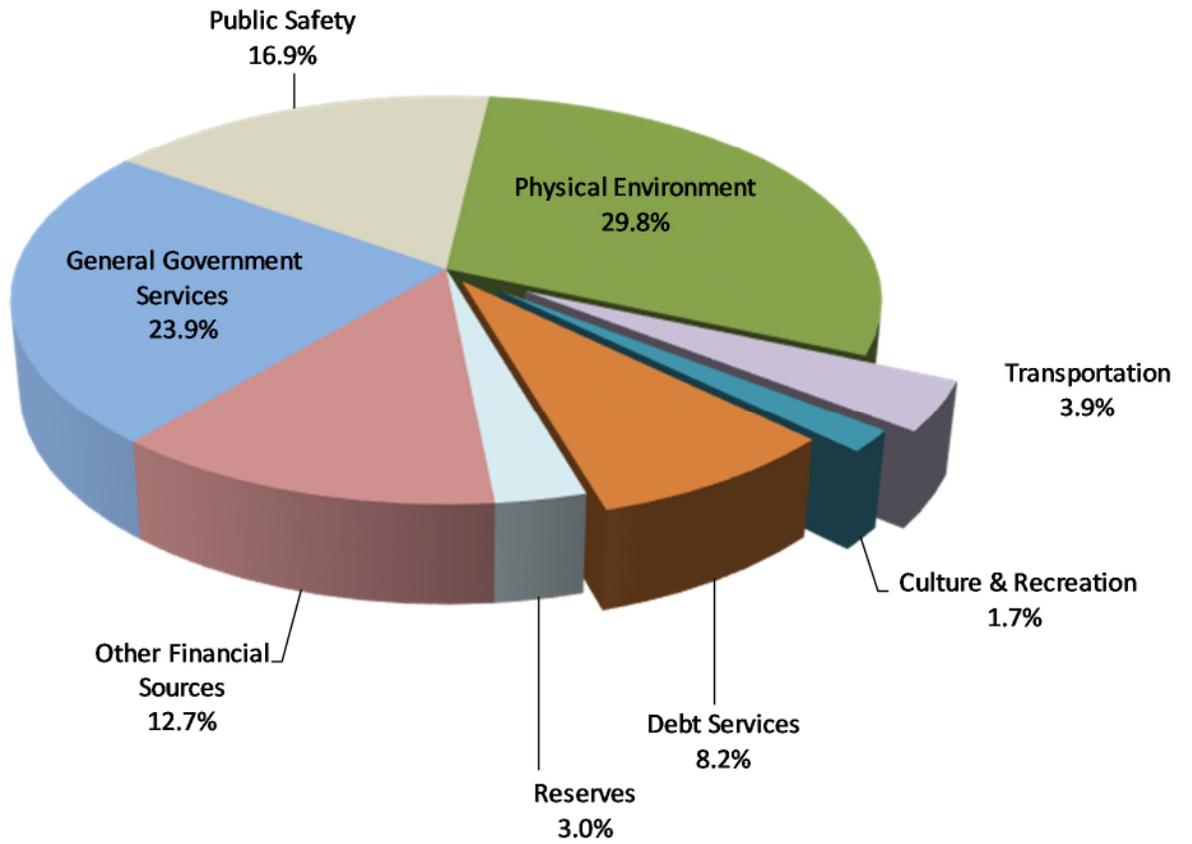
**Insurance Service Fees:** Function of Risk Management cost associated with property, casual, or workers compensation insurance claims.



**CITYWIDE (FY 2017 - 2018)**  
**TOTAL REVENUE SOURCES: \$36,703,899**

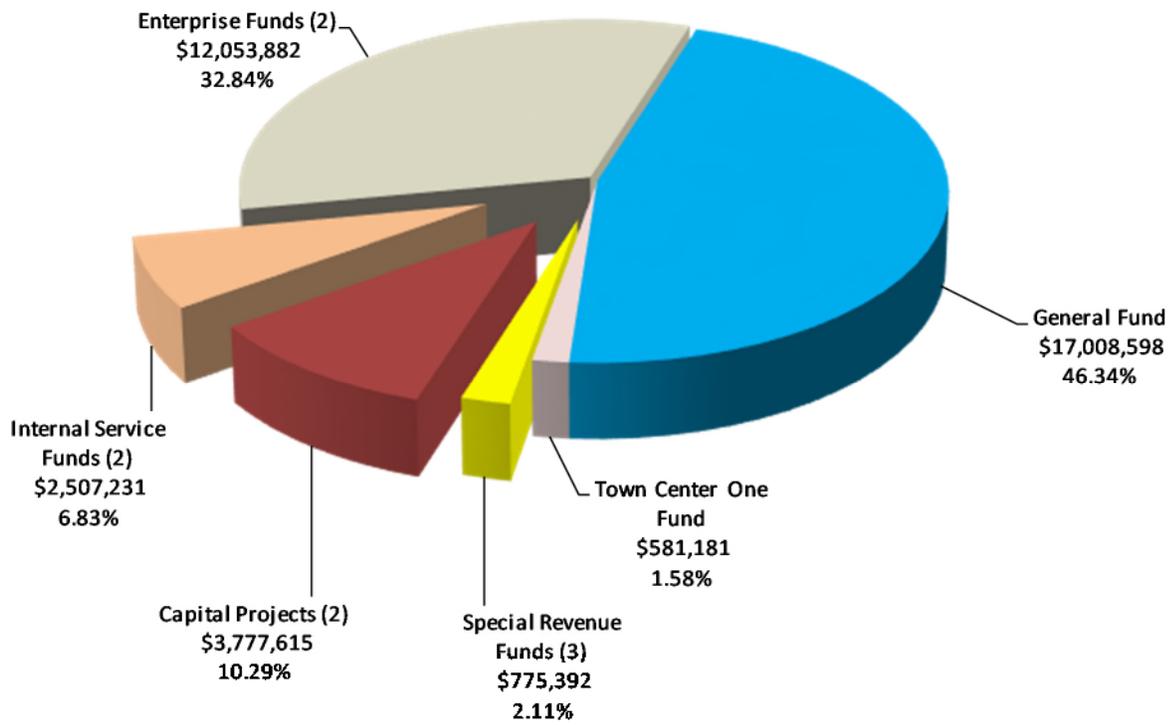


**CITYWIDE (FY 2017 - 2018)**  
**TOTAL USES: \$36,703,899**



**CITYWIDE (FY 2017 - 2018)**  
**ALL FUNDS - OPERATING EXPENDITURES: \$36,703,899**

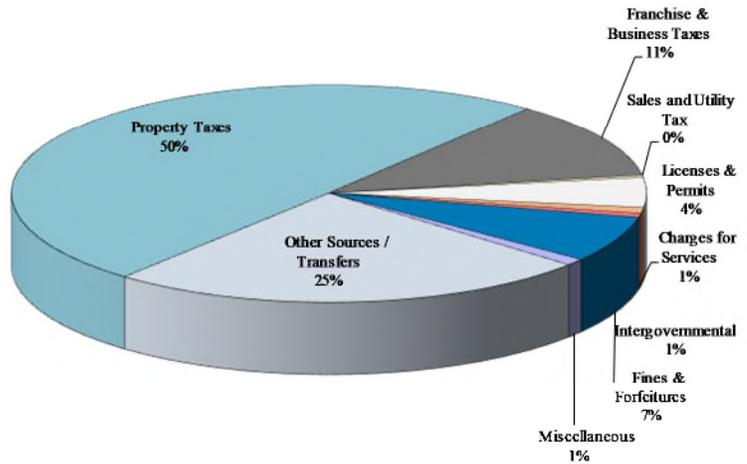
**Allocation**



**GENERAL FUND (FY 2017 - 2018)**  
**REVENUE SOURCES: \$17,008,598**

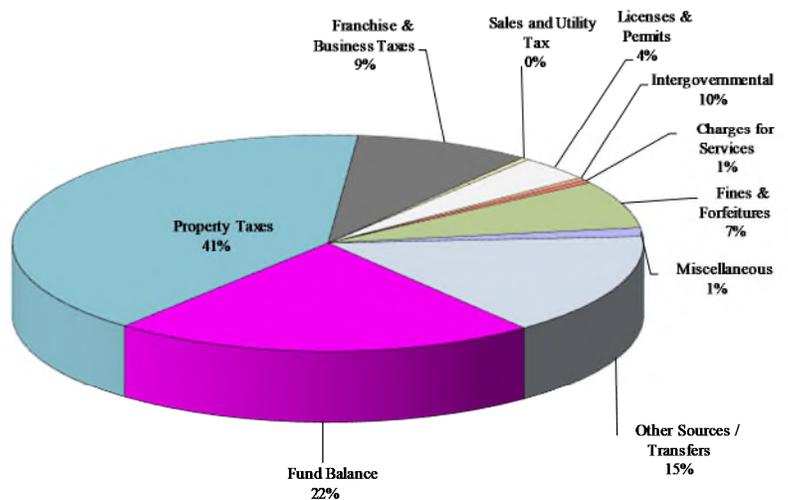
AMENDED BUDGET FY 2017

	<u>FY 2017</u>
Property Taxes	\$ 7,139,541
Franchise & Business Taxes	\$ 1,668,008
Sales and Utility Tax	\$ 47,621
Licenses & Permits	\$ 638,343
Intergovernmental	\$ 124,266
Charges for Services	\$ 85,931
Fines & Forfeitures	\$ 984,343
Miscellaneous	\$ 141,329
Other Sources / Transfers	\$ 3,553,639
Fund Balance	\$ -
	<u>\$ 14,383,021</u>



RECOMMENDED BUDGET FY 2018

	<u>FY 2018</u>	<u>% Change</u>
Property Taxes	\$ 6,874,693	-4%
Franchise & Business Taxes	\$ 1,537,542	-8%
Sales and Utility Tax	\$ 62,749	32%
Licenses & Permits	\$ 638,401	0%
Intergovernmental	\$ 68,504	-45%
Charges for Services	\$ 78,713	-8%
Fines & Forfeitures	\$ 1,218,670	24%
Miscellaneous	\$ 221,752	57%
Other Sources / Transfers	\$ 2,607,574	-27%
Fund Balance	\$ 3,700,000	
	<u>\$ 17,008,598</u>	<u>18%</u>

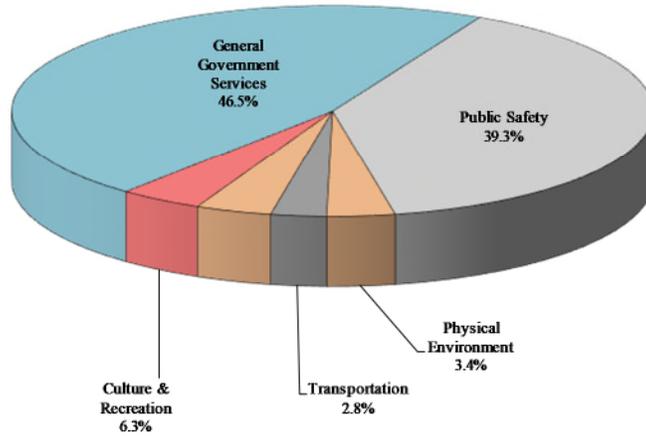


## GENERAL FUND (FY 2017 - 2018)

**USES: \$17,008,598**

### AMENDED BUDGET FY 2017

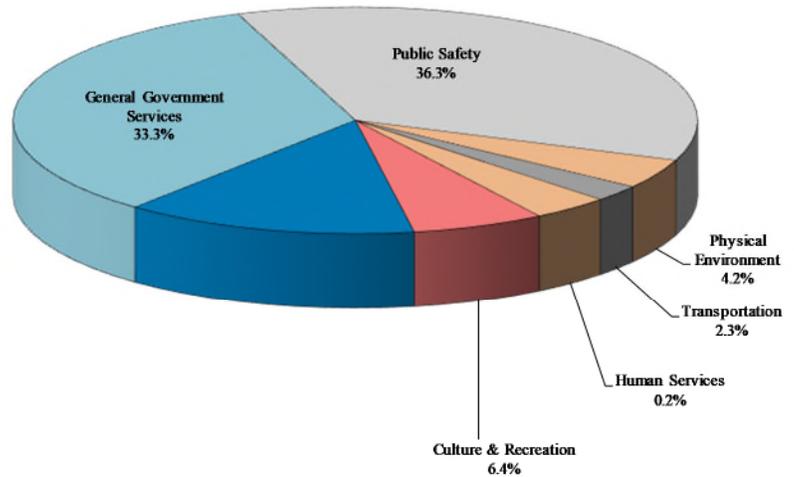
<u>FY 2017</u>	
General Government Services	\$ 6,241,691
Public Safety	\$ 5,273,911
Physical Environment	\$ 459,664
Transportation	\$ 375,263
Culture & Recreation	\$ 512,617
Reserves	\$ 565,000
Other Financial Sources	\$ -
	<u>\$ 13,428,146</u>



### FY 2018 % Change

General Government Services	\$ 5,665,094	-9.24%
Public Safety	\$ 6,178,130	17.15%
Physical Environment	\$ 719,068	56.43%
Transportation	\$ 398,495	6.19%
Culture & Recreation	\$ 624,943	21.91%
Reserves	\$ 1,065,000	88.50%
Other Financial Sources	\$ 2,357,868	
	<u>\$ 17,008,598</u>	<u>26.66%</u>

### RECOMMENDED BUDGET FY 2018



## DEPARTMENT TO FUND RELATIONSHIP

Department/Division	FTE	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Projects	Town Center One	Proposed FY 17/18 Total
<b>GENERAL / INTERNAL SERVICES</b>								
City Commission	5.0	191,415						191,415
City Manager - General Government		1,522,237						1,522,237
City Manager - Emergency & Disaster Relief		30,000						30,000
City Manager - Special Events		-						-
City Manager - Interfund Transfers		2,353,868						2,353,868
City Manager - Reserves		1,065,000						1,065,000
City Clerk	3.0	372,109						372,109
City Attorney		532,896						532,896
Human Resources - Personnel	1.5	275,482						275,482
Information Technology	2.0			604,864				604,864
Risk Management	0.5			1,902,367				1,902,367
Encumbrance Reserves		824,402						824,402
<b>TOTAL</b>	<b>12.0</b>	<b>\$ 7,167,409</b>	<b>\$ -</b>	<b>\$ 2,507,231</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,674,640</b>
<b>FINANCE SERVICES</b>								
Finance Administration	4.0	480,928						480,928
Utility Billing	4.0				1,957,093			1,957,093
Debt Service						3,496,477		3,496,477
<b>TOTAL</b>	<b>8.0</b>	<b>\$ 480,928</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,957,093</b>	<b>\$ 3,496,477</b>	<b>\$ -</b>	<b>\$ 5,934,498</b>
<b>DEVELOPMENT SERVICES</b>								
Planning & Community Development	3.6	551,314						551,314
Building & Licenses	3.5	465,207						465,207
<b>TOTAL</b>	<b>7.1</b>	<b>\$ 1,016,521</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,016,521</b>
<b>MUNICIPAL SERVICES</b>								
Public Works Administration	2.0	250,758						250,758
Roads & Streets	3.0	398,495						398,495
Building Maintenance	4.0	177,209						177,209
Sanitation	0.0	80,000						80,000
Grounds & Parks Maintenance	5.0	-						-
Solid Waste Disposal								-
Police Administration	4.0	707,372						707,372
Police - Criminal Investigative	6.0	566,037						566,037
Police - Patrol	41.0	3,710,306						3,710,306
Code Enforcement	5.0	317,079						317,079
Police - Chief	3.0	412,129						412,129
Police - Supplemental Grants		-						-
Police - Community Empowerment Team		-						-
Police - Special Law Enforcement			10,000					10,000
Police - Police Youth Academy			-					-
Police - Crime Prevention			-					-
Peoples Transportation Tax			180,000					180,000
Vehicle Maintenance	2.0	461,859						461,859
Resurfacing Improvements						281,138		281,138
<b>TOTAL</b>	<b>75.0</b>	<b>\$ 7,081,244</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 281,138</b>	<b>\$ -</b>	<b>\$ 7,552,382</b>
<b>RECREATIONAL SERVICES</b>								
Parks & Recreation	8.0	624,943						624,943
Town Center One	1.0						581,181	581,181
<b>TOTAL</b>	<b>9.0</b>	<b>\$ 624,943</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 581,181</b>	<b>\$ 1,206,124</b>
<b>NON DEPARTMENTAL</b>								
City Manager	5.0	637,553						637,553
<b>TOTAL</b>	<b>5.0</b>	<b>\$ 637,553</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 637,553</b>

## DEPARTMENT TO FUND RELATIONSHIP

Department/Division	FTE	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Projects	Proposed FY 17/18 Total
<b>UTILITIES SERVICES</b>							
Meter Readers	6.0				300,614		300,614
Water Services	3.0				2,788,348		2,788,348
Sewer Services	6.0				4,068,941		4,068,941
Customer Service					-		-
Water & Sewer Capital	2.5				2,353,039		2,353,039
Stormwater Maintenance	3.0				585,847		585,847
Stormwater Capital Projects					-		-
<b>TOTAL</b>	<b>20.5</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,096,789</b>	<b>\$ -</b>	<b>\$ 10,096,789</b>
<b>COMMUNITY REDEVELOPMENT</b>							
Community Redevelopment Agency	0.4		585,392				585,392
<b>TOTAL</b>	<b>0.4</b>	<b>\$ -</b>	<b>\$ 585,392</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 585,392</b>
<b>FUND TOTALS</b>	<b>137.0</b>	<b>\$ 17,008,598</b>	<b>\$ 775,392</b>	<b>\$ 2,507,231</b>	<b>\$ 12,053,882</b>	<b>\$ 3,777,615</b>	<b>\$ 581,181</b>

## FUND BALANCE CATEGORIES & DEFINITIONS

- *Non-spendable Fund Balance:* Amounts that cannot be spent due to form; for example, inventories and prepaid amounts.
- *Committed Fund Balance:* Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources (i.e. building education funds, beach area parking funds etc.).
- *Assigned Fund Balance:* For all governmental funds other than the general fund, any remaining positive amounts not classified as non-spendable, restricted or committed. For the general fund, amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts.
- *Unassigned Fund Balance:* For the general fund, amounts not classified as non-spendable, restricted, committed or assigned. The general fund is the only fund that would report a positive amount in unassigned fund balance. For all governmental funds other than the general fund, amount expended in excess of resources that are non-spendable, restricted, committed or assigned (a residual deficit).
- *Restricted Fund Balance:* Amounts that can be spent only for specific purposes stipulated by (a) external resource providers (such as creditors, grantors, or contributors), or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

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 fund balance will be the same.

A major indicator of a City's financial fiscal health is the reserve fund 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.

## GENERAL FUND STATEMENT OF FUND BALANCE<sup>18</sup>

UNASSIGNED FUND BALANCE OCTOBER 1 <sup>st</sup> , 2016		\$ 1,072,133
2016 - 2017 Revenues (Unaudited)	\$ 13,434,048	
2016 - 2017 Expenditures (Unaudited)	<u>\$ (11,850,014)</u>	
Net Increase (Decrease)	\$ 1,584,034	
Period Thirteen Adjustments Not Reflected in Bank Statement	\$ 571,417	
Fund Balance:		
Disaster Recovery Reserve	\$ -	
Operating Contingency Reserve	\$ 3,004,412	
Undesignated Fund Balance	<u>\$ 223,172</u>	\$ 3,227,584
	\$ -	
UNASSIGNED FUND BALANCE OCTOBER 1 <sup>st</sup> , 2017		\$ 3,227,584
2017 - 2018 Revenues (Adopted)	\$ 17,008,598	
2017 - 2018 Expenditures (Adopted)	<u>\$ (17,008,598)</u>	
Net Increase (Decrease)	\$ -	
Fund Balance:		
Disaster Recovery Reserve	\$ -	
Operating Contingency Reserve	\$ 3,004,412	
Undesignated Fund Balance	<u>\$ 223,172</u>	\$ 3,227,584
	\$ -	

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<sup>18</sup> The net increase of \$1,584,034 is largely a result of an unrealized general fund reserve expense and a FY 2017 Budget that was adopted with an excess revenues over expenditures of approximately \$ 955 K. Also, the unaudited year to date actual revenues show excess revenues in property taxes, fuel tax, occupational license – county, red light camera fines, and insurance reimbursement of fix assets.

## WATER & SEWER FUND STATEMENT OF FUND BALANCE<sup>19</sup>

UNASSIGNED FUND BALANCE OCTOBER 1 <sup>st</sup> , 2016		\$ 4,146,666
2016 - 2017 Revenues (Unaudited)	\$ 8,710,165	
2016 - 2017 Expenditures (Unaudited)	\$ (9,283,055)	
Net Increase (Decrease)	\$ (572,890)	

Period Thirteen Adjustments Not Reflected in Bank Statement \$ 1,054,557

Fund Balance:

Operating Contingency Reserve	\$ 3,386,348	
Undesignated Fund Balance	\$ 1,241,985	
	\$ -	\$ 4,628,333

UNASSIGNED FUND BALANCE OCTOBER 1 <sup>st</sup> , 2017		\$ 4,628,333
2017 - 2018 Revenues (Adopted)	\$ 11,468,035	
2017 - 2018 Expenditures (Adopted)	\$ (11,468,035)	
Net Increase (Decrease)	\$ -	

Fund Balance:

Operating Contingency Reserve	\$ 3,386,348	
Undesignated Fund Balance	\$ 1,241,985	
	\$ -	\$ 4,628,333

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<sup>19</sup> Revenues for FY 2017 were greatly affected due to an unrealized budgeted Florida Department of Environmental Protection (FDEP) grant and State Revolving Loans, and by an unbalanced FY 17 Budget that was adopted with excess expenditures over revenues by approximately \$901 K.

**OVERVIEW: BALANCED FUNDS**

**General Fund**

**Fund No. 001**

**Estimated Revenues**

**Taxes:**

**Assessed Valuation:**

2017 Taxable Value	\$803,622,462
Tax Millage	8.9999
Tax Levy	7,232,522
[Less] Estimated Adjustments and Uncollectibles	(108,488)
Total Collectible Current Property Taxes	7,124,034
[Less] Estimated Tax Discounts Allowed	(249,341)
Net Current Property Taxes	6,874,693
Business Taxes	181,883
Utility Service Tax	62,749
<b>Total Taxes</b>	<b>7,119,325</b>
Licenses and Permits	638,401
Franchise Taxes	1,355,659
Intergovernmental Revenues	68,504
Charges for Services	78,713
Fines and Forfeitures	1,218,670
Miscellaneous Revenues	221,752
Other Financing Sources	2,607,574
<b>Total</b>	<b>13,308,598</b>
Appropriated Fund Balance-October 1, 2017	3,700,000
<b>Total Revenues</b>	<b>\$17,008,598</b>

**Estimated Expenditures**

City Commission	136,515
City Manager (Non-Departmental)/Emergency Disaster	714,171
City Manager - General Government	2,346,639
City Manager - Transfers & Reserves	3,544,446
City Clerk	370,109
Finance Department	476,428
City Attorney	487,600
Human Resources Department	270,482
Police Department	5,718,923
Public Works Department	1,324,821
Building & Licenses Department	452,707
Community Development Department	540,814
Parks & Recreation Department	624,943
<b>Total Expenditures</b>	<b>\$17,008,598</b>

**OVERVIEW: BALANCED FUNDS**

***Risk Management Fund***

**Fund No. 118**

**Estimated Revenues**

Other Financing Sources	\$1,902,367
<b>Total</b>	<u>1,902,367</u>
Appropriated Fund Balance-October 1, 2017	<u>0</u>
<b>Total Revenues</b>	<u>\$1,902,367</u>

**Estimated Expenditures**

Property, Casual, Workers Compensation	1,902,367
<b>Total Expenditures</b>	<u>\$1,902,367</u>

***Information Technology Fund***

**Fund No. 119**

**Estimated Revenues**

Other Financing Sources	\$604,864
<b>Total</b>	<u>604,864</u>
Appropriated Fund Balance-October 1, 2017	<u>0</u>
<b>Total Revenues</b>	<u>\$604,864</u>

**Estimated Expenditures**

Information Technology	604,864
<b>Total Expenditures</b>	<u>\$604,864</u>

***Special Law Enforcement Fund***

**Fund No. 165**

**Estimated Revenues**

Other Financing Sources	\$0
<b>Total</b>	<u>0</u>
Appropriated Retained Earnings-October 1, 2017	<u>10,000</u>
<b>Total Revenues</b>	<u>\$10,000</u>

**Estimated Expenditures**

Special Law Enforcement	10,000
<b>Total Expenditures</b>	<u>\$10,000</u>

**OVERVIEW: BALANCED FUNDS**

***Peoples Transportation Tax Fund***

**Fund No. 176**

**Estimated Revenues**

Intergovernmental Revenues	\$180,000
<b>Total</b>	<u>180,000</u>
Appropriated Retained Earnings-October 1, 2017	0
<b>Total Revenues</b>	<u>\$180,000</u>

**Estimated Expenditures**

Peoples Transportation	180,000
<b>Total Expenditures</b>	<u>\$180,000</u>

***Community Redevelopment Agency Fund***

**Fund No. 180**

**Estimated Revenues**

Property Taxes - Tax Increment Financing	585,392
<b>Total Revenues</b>	<u>\$585,392</u>

**Estimated Expenditures**

Community Redevelopment Agency	585,392
<b>Total Expenditures</b>	<u>\$585,392</u>

***Capital Improvement Debt Service Fund***

**Fund No. 230**

**Estimated Revenues**

Sales and Use Taxes	\$1,632,803
Intergovernmental Revenues	1,863,674
<b>Total</b>	<u>3,496,477</u>
Appropriated Fund Balance-October 1, 2017	0
<b>Total Revenues</b>	<u>\$3,496,477</u>

**Estimated Expenditures**

Capital Improvement Debt Service	3,496,477
<b>Total Expenditures</b>	<u>\$3,496,477</u>

**OVERVIEW: BALANCED FUNDS**  
**Safe Neighborhood Capital Improvement Fund**  
**Fund No. 320**

**Estimated Revenues**

Sales and Use Taxes	281,138
<b>Total</b>	281,138
Appropriated Fund Balance-October 1, 2017	0
<b>Total Revenues</b>	\$281,138

**Estimated Expenditures**

Safe Neighborhood Capital Improvement	281,138
<b>Total Expenditures</b>	\$281,138

**Utility Fund**  
**Fund No. 440**

**Estimated Revenues**

Charges for Services	\$7,906,966
Miscellaneous Revenues	584,771
Other Financing Sources	2,202,770
<b>Total Revenues</b>	10,694,507
Appropriated Fund Balance-October 1, 2017	773,528
<b>Total Revenues</b>	\$11,468,035

**Estimated Expenditures**

Meter Readers	\$300,614
Water Services	2,788,348
Sewer Services	4,068,941
Customer Services	0
Water & Sewer Capital	2,353,039
Utility Billing	1,957,093
<b>Total Expenditures</b>	\$11,468,035

**Stormwater Fund**  
**Fund No. 450**

**Estimated Revenues**

Charges for Services	\$585,847
<b>Total</b>	585,847
Appropriated Fund Balance-October 1, 2017	0
<b>Total Revenues</b>	\$585,847

**Estimated Expenditures**

Stormwater Management	585,847
<b>Total Expenditures</b>	\$585,847

**OVERVIEW: BALANCED FUNDS**

***Town Center One Fund***  
**Fund No. 490**

**Estimated Revenues**

Other Financing Sources	\$253,868
Miscellaneous Revenues	327,313
<b>Total Revenues</b>	<b><u>\$581,181</u></b>

**Estimated Expenditures**

Town Center One	581,181
<b>Total Expenditures</b>	<b><u>\$581,181</u></b>

<b><u>Total FY 2017-2018 Annual Budget</u></b>	<b><u>\$36,703,899</u></b>
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# City of Opa-locka, Florida

## FY 2017 - 2018

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### General Fund

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This fund is used to account for all financial resources of the general government, except those required to be accounted for in another fund. Departments/Offices accounted for in this fund include:

- **City Commission**
- **Office of the City Manager**
- **Office of the City Clerk**
- **Office of the City Attorney**
- **Human Resources Department**
- **Finance Department**
- **Planning and Community Development Department**
- **Building & Licenses Department**
- **Parks & Recreation Department**
- **Police Department**
- **Public Works Department**

## Fiscal Year 2018 Budget Development - Preliminary Millage

General Fund Revenues	Adopted FY 2017	Adopted FY 2018	Variance	% Difference
<b>Taxes - General Operating:</b>				
Assessed Valuation: Opa-locka	751,530,607	803,622,462	52,091,855	6.93%
Ad Voletem Tax Required	7,515,306	7,232,522	-282,784	-3.76%
Tax Millage:	<b>10.0000</b>	<b>8.9999</b>	<b>-1.0001</b>	<b>-10.00%</b>
Gross Tax Levy	\$7,515,306	\$7,232,522	-282,784	-3.76%
Less Uncollectibles	-\$112,730	-\$108,488	\$4,242	-3.76%
Collectible Taxes Subtotal =	\$7,402,576	\$7,124,034	-278,542	-3.76%
Estimated Tax Discounts	-\$259,090	-\$249,341	\$9,749	-3.76%
	\$7,143,486	\$6,874,693	-268,793	-3.76%
<b>Total Ad Valorem Tax revenue</b>	<b>\$7,139,541</b>	<b>\$6,874,693</b>	<b>-\$264,848</b>	<b>-3.71%</b>
Delinquent Property Taxes	\$0	\$0	\$0	0.00%
Sales and Use Taxes	\$0	\$0	\$0	0.00%
Business Taxes	\$271,080	\$181,883	-\$89,197	-32.90%
Utility Service Taxes	\$47,621	\$62,749	\$15,128	31.77%
Total taxes =	\$7,458,242	\$7,119,325	-\$338,917	-4.54%
Franchise Taxes=	\$1,396,928	\$1,355,659	-\$41,269	-2.95%
Licenses & Permits =	\$638,343	\$638,401	\$58	0.01%
Intergovernmental Revenues =	\$124,266	\$68,504	-\$55,762	-44.87%
Charges for Services =	\$85,931	\$78,713	-\$7,218	-8.40%
Fines and Forfeitures =	\$984,343	\$1,218,670	\$234,327	23.81%
Miscellaneous Revenues =	\$141,329	\$221,752	\$80,423	56.90%
Admin. Charges / Transfers =	\$3,553,639	\$2,607,574	-\$946,065	-26.62%
Fund Balance Forward (Spend) =	\$0	\$3,700,000	\$3,700,000	0.00%
<b>SUB-TOTAL REVENUES =</b>	<b>\$14,383,021</b>	<b>\$17,008,598</b>	<b>\$2,625,577</b>	<b>18.25%</b>
<b>TOTAL REVENUES =</b>	<b>\$14,383,021</b>	<b>\$17,008,598</b>	<b>\$2,625,577</b>	<b>18.25%</b>
General Fund Expenditures by Dept.	Adopted FY 2017	Adopted FY 2018	Variance	% Difference
City Commission	\$112,995	\$136,515	\$23,520	20.82%
C.M.(Non-Departmental) / Emergency Disaster	\$364,363	\$714,171	\$349,808	96.01%
C.M. General Government	\$2,815,978	\$2,346,639	-\$469,339	-16.67%
C.M. Tranfers & Reserves	\$565,000	\$3,544,446	\$2,979,446	527.34%
C.M. Special Events	\$0	\$0	\$0	0.00%
City Clerk	\$302,687	\$370,109	\$67,422	22.27%
Finance	\$473,491	\$476,428	\$2,937	0.62%
City Attorney	\$261,200	\$487,600	\$226,400	86.68%
Human Resources	\$875,941	\$270,482	-\$605,459	-69.12%
Information Technology	\$305,217	\$0	-\$305,217	-100.00%
Police	\$4,970,956	\$5,718,923	\$747,967	15.05%
Public Works	\$1,144,075	\$1,324,821	\$180,746	15.80%
Building and Licenses	\$302,955	\$452,707	\$149,752	49.43%
Community Development	\$420,671	\$540,814	\$120,143	28.56%
Parks and Recreation	\$512,617	\$624,943	\$112,326	21.91%
<b>TOTAL EXPENDITURES =</b>	<b>\$13,428,146</b>	<b>\$17,008,598</b>	<b>\$3,580,452</b>	<b>26.66%</b>

# GENERAL FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Ad Valorem Property Taxes	\$ 5,842,217	\$ 6,359,842	\$ 5,450,485	\$ 5,948,725	\$ 7,139,541	\$ 7,124,034
Tax Discounts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (249,341)
<b>Subtotal =</b>	<b>\$ 5,842,217</b>	<b>\$ 6,359,842</b>	<b>\$ 5,450,485</b>	<b>\$ 5,948,725</b>	<b>\$ 7,139,541</b>	<b>\$ 6,874,693</b>
Utility Tax - F.P.L.	\$ 1,080,088	\$ 1,116,247	\$ 1,100,000	\$ -	\$ -	\$ -
Utility Tax - City Gas	\$ 18,285	\$ 27,477	\$ 18,900	\$ 18,900	\$ 27,594	\$ 40,000
State Telecommunication	\$ 526,127	\$ 469,614	\$ 475,000	\$ -	\$ -	\$ -
Utility Tax - Other	\$ 24,798	\$ 20,453	\$ 18,000	\$ 18,000	\$ 20,027	\$ 22,749
<b>Subtotal =</b>	<b>\$ 1,649,298</b>	<b>\$ 1,633,791</b>	<b>\$ 1,611,900</b>	<b>\$ 36,900</b>	<b>\$ 47,621</b>	<b>\$ 62,749</b>
First Local Option Fuel Tax	\$ 198,817	\$ 200,554	\$ 202,840	\$ -	\$ -	\$ -
County Ninth Cent Fuel Tax	\$ 76,372	\$ 79,213	\$ 78,370	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 275,189</b>	<b>\$ 279,767</b>	<b>\$ 281,210</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Occupational Licenses - City	\$ 118,767	\$ 232,340	\$ 355,000	\$ 340,000	\$ 253,369	\$ 161,883
Occupational Licenses - Field Insp.	\$ 4,530	\$ 4,672	\$ 5,500	\$ 6,000	\$ 5,959	\$ 5,000
Occupational Licenses - Late Penalty	\$ 7,812	\$ 10,748	\$ 11,500	\$ 14,000	\$ 11,752	\$ 15,000
<b>Subtotal =</b>	<b>\$ 131,109</b>	<b>\$ 247,760</b>	<b>\$ 372,000</b>	<b>\$ 360,000</b>	<b>\$ 271,080</b>	<b>\$ 181,883</b>
<b>TAXES SUBTOTAL =</b>	<b>\$ 7,897,813</b>	<b>\$ 8,521,160</b>	<b>\$ 7,715,595</b>	<b>\$ 6,345,625</b>	<b>\$ 7,458,242</b>	<b>\$ 7,119,325</b>
Building Permits	\$ 336,562	\$ 235,560	\$ 210,000	\$ 220,000	\$ 314,472	\$ 343,931
Alarm Registration Fees	\$ 1,450	\$ 2,400	\$ 1,800	\$ 1,800	\$ 1,338	\$ -
Electrical Permits	\$ 71,704	\$ 34,135	\$ 52,000	\$ 51,000	\$ 43,748	\$ 49,709
Plumbing Permits	\$ 43,687	\$ 15,161	\$ 35,000	\$ 30,000	\$ 27,090	\$ 29,359
Certificate of Occupancy	\$ 2,952	\$ 3,453	\$ 2,000	\$ 3,000	\$ 4,311	\$ 7,537
Certificate of Use	\$ 36,400	\$ 188,498	\$ 100,000	\$ 98,000	\$ 147,253	\$ 129,255
Landlord Permits	\$ 59,645	\$ 111,272	\$ 115,000	\$ 105,000	\$ 99,561	\$ 78,110
Special Event Permits	\$ -	\$ -	\$ -	\$ 800	\$ 570	\$ 500
<b>Subtotal =</b>	<b>\$ 552,400</b>	<b>\$ 590,479</b>	<b>\$ 515,800</b>	<b>\$ 509,600</b>	<b>\$ 638,343</b>	<b>\$ 638,401</b>
Franchise Fee - F.P.L.	\$ 926,365	\$ 1,059,654	\$ 1,185,000	\$ 1,200,000	\$ 1,054,133	\$ 1,034,059
Franchise Fee - Ecological	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Franchise Fee - Comm. Waste	\$ 480,195	\$ 285,393	\$ 300,000	\$ 360,000	\$ 300,000	\$ 300,000
Franchise Fee - City Gas	\$ 21,623	\$ 22,100	\$ 28,000	\$ 28,000	\$ 15,865	\$ -
Franchise Fee - Bench Ads	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,515	\$ 3,600
Franchise Fee - BFI	\$ 14,435	\$ 29,210	\$ 21,500	\$ 25,000	\$ 23,415	\$ 18,000
<b>Subtotal =</b>	<b>\$ 1,446,218</b>	<b>\$ 1,399,957</b>	<b>\$ 1,538,100</b>	<b>\$ 1,616,600</b>	<b>\$ 1,396,928</b>	<b>\$ 1,355,659</b>
<b>LICENSES AND PERMITS SUBTOTAL =</b>	<b>\$ 1,998,618</b>	<b>\$ 1,990,436</b>	<b>\$ 2,053,900</b>	<b>\$ 2,126,200</b>	<b>\$ 2,035,271</b>	<b>\$ 1,994,060</b>

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Bryne Grant	\$ 5,855	\$ -	\$ 32,645	\$ 101,350	\$ 11,001	\$ -
Grants - MPO	\$ 54,304	\$ -	\$ -	\$ -	\$ -	\$ -
Grant - SFRTA (JRAC)	\$ 151,038	\$ 88,420	\$ 125,000	\$ -	\$ -	\$ -
Grant - Community Challenge	\$ 196,355	\$ 138,387	\$ 200,000	\$ -	\$ -	\$ -
Grants - USDOJ (COPS)	\$ 260,124	\$ 125,733	\$ 85,000	\$ 150,000	\$ 46,132	\$ -
Grant - NEA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Program Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Histo Preservation Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 667,676</b>	<b>\$ 352,540</b>	<b>\$ 442,645</b>	<b>\$ 251,350</b>	<b>\$ 57,133</b>	<b>\$ -</b>
Mobile Home Licenses	\$ 9,026	\$ 7,965	\$ 9,900	\$ 13,000	\$ 8,112	\$ 6,646
Alcoholic Beverages Licenses	\$ 5,115	\$ 5,877	\$ 6,500	\$ 6,000	\$ 6,115	\$ 6,703
Gasoline Tax Rebate	\$ -	\$ -	\$ 11,900	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 14,141</b>	<b>\$ 13,842</b>	<b>\$ 28,300</b>	<b>\$ 19,000</b>	<b>\$ 14,227</b>	<b>\$ 13,349</b>
School Crossing Guard Program	\$ 49,245	\$ 46,721	\$ 45,000	\$ 45,000	\$ 41,347	\$ 35,155
Occupational License - County	\$ -	\$ 13,103	\$ 4,000	\$ 8,500	\$ 11,559	\$ 20,000
<b>Subtotal =</b>	<b>\$ 49,245</b>	<b>\$ 59,824</b>	<b>\$ 49,000</b>	<b>\$ 53,500</b>	<b>\$ 52,906</b>	<b>\$ 55,155</b>
<b>INTERGOVERNMENTAL SUBTOTAL =</b>	<b>\$ 731,062</b>	<b>\$ 426,206</b>	<b>\$ 519,945</b>	<b>\$ 323,850</b>	<b>\$ 124,266</b>	<b>\$ 68,504</b>
Employee Overtime Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Zoning & Sub. Div. Fees	\$ 14,732	\$ 24,704	\$ 12,000	\$ 12,000	\$ 19,726	\$ 25,792
Impact Fee Revenues	\$ -	\$ -	\$ 39,000	\$ 12,000	\$ -	\$ -
Other Community Dev. Revenues	\$ -	\$ -	\$ 10,000	\$ -	\$ 3,167	\$ -
Xerox Copies	\$ 1,193	\$ 1,705	\$ 500	\$ 1,000	\$ 1,250	\$ 2,689
Notary Fees	\$ -	\$ 20	\$ 50	\$ 50	\$ 70	\$ 50
Police A/R & O/R	\$ 6,179	\$ 21,839	\$ 5,000	\$ 6,500	\$ 12,108	\$ 8,367
Civilian ID	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Off Duty Revenues	\$ 1,612	\$ 33,279	\$ 20,000	\$ 18,500	\$ 18,816	\$ 12,288
Other Public Works Revenues	\$ -	\$ -	\$ 5,000	\$ 3,500	\$ 1,583	\$ -
Returned Checks	\$ -	\$ (20,672)	\$ -	\$ -	\$ -	\$ -
Lot Mowing & Clearing	\$ 1,153	\$ 2,489	\$ -	\$ -	\$ -	\$ -
Other Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payment Lost LIB Books	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Book Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 24,869</b>	<b>\$ 63,364</b>	<b>\$ 91,550</b>	<b>\$ 53,550</b>	<b>\$ 56,720</b>	<b>\$ 49,186</b>
Recreational Activity Fees	\$ 3,150	\$ 13,670	\$ 3,500	\$ 11,500	\$ 7,797	\$ 7,609
Rental of Park Facility Fees	\$ 290	\$ 2,530	\$ 2,000	\$ 5,000	\$ 4,414	\$ 6,918
Summer Program Receipts	\$ 587	\$ 7,493	\$ -	\$ -	\$ 10,000	\$ 10,000
Recreational Donation	\$ 9,065	\$ -	\$ -	\$ -	\$ -	\$ -
Fitness Equipment Donation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recreational Football Program	\$ 10,485	\$ 11,665	\$ 6,000	\$ 10,000	\$ 5,000	\$ 5,000
Pool Facility Revenues	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -
Donations & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 23,577</b>	<b>\$ 35,358</b>	<b>\$ 11,500</b>	<b>\$ 26,500</b>	<b>\$ 29,211</b>	<b>\$ 29,527</b>
<b>CHARGES FOR SERVICES SUBTOTAL =</b>	<b>\$ 48,446</b>	<b>\$ 98,722</b>	<b>\$ 103,050</b>	<b>\$ 80,050</b>	<b>\$ 85,931</b>	<b>\$ 78,713</b>

Description	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	Actuals	Actuals	Adopted	Adopted	Adopted	Adopted
BID Specifications Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Court Fines County	\$ 133,394	\$ 53,153	\$ 75,000	\$ 90,000	\$ 60,734	\$ 59,207
<b>Subtotal =</b>	<b>\$ 133,394</b>	<b>\$ 53,153</b>	<b>\$ 75,000</b>	<b>\$ 90,000</b>	<b>\$ 60,734</b>	<b>\$ 59,207</b>
Violations of Local Ordinances	\$ 110,450	\$ 253,235	\$ 540,000	\$ 280,000	\$ 237,500	\$ 236,020
Code Enforcement Late Fee	\$ -	\$ 6,382	\$ 5,000	\$ 6,500	\$ 5,400	\$ 5,000
Code Enforcement Inspection Fee	\$ -	\$ 6,238	\$ 5,000	\$ 9,500	\$ 5,742	\$ 7,591
Code Enforcement Postage fee	\$ -	\$ 2,048	\$ 1,000	\$ 4,500	\$ 2,287	\$ 4,212
Code Enforcement Nuisance Abatement	\$ -	\$ 1,464	\$ 2,500	\$ 4,000	\$ 2,648	\$ 2,500
Code Enforcement Land Lord/Tenant	\$ -	\$ 78	\$ 100	\$ 50	\$ 50	\$ -
Code Enforcement Release Fee	\$ -	\$ 3,237	\$ 3,500	\$ 2,500	\$ 2,499	\$ 1,534
Code Enforcement Nuisance Abatement Releas	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Code Enforcement Board Adm. Fee	\$ 272	\$ 2,649	\$ 2,500	\$ 2,000	\$ 2,483	\$ 3,052
False Alarm Penalty Fees	\$ -	\$ -	\$ 10,000	\$ 15,000	\$ -	\$ -
Red Light Camera Fine	\$ 67,089	\$ 85,106	\$ 450,000	\$ 230,000	\$ 665,000	\$ 899,554
Anti-Graffiti Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Returned Check Penalties	\$ 140	\$ 85	\$ -	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 177,951</b>	<b>\$ 360,522</b>	<b>\$ 1,019,600</b>	<b>\$ 554,050</b>	<b>\$ 923,609</b>	<b>\$ 1,159,463</b>
<b>FINES &amp; FORFEITURES SUBTOTAL =</b>	<b>\$ 311,345</b>	<b>\$ 413,675</b>	<b>\$ 1,094,600</b>	<b>\$ 644,050</b>	<b>\$ 984,343</b>	<b>\$ 1,218,670</b>
Interest Earnings	\$ 8,000	\$ 314	\$ 8,000	\$ 1,000	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 8,000</b>	<b>\$ 314</b>	<b>\$ 8,000</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>
Lease & Rental Income	\$ 12,663	\$ -	\$ -	\$ 18,000	\$ 17,100	\$ -
Police Take Home Vehicle	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -
Sale of Fixed Assets	\$ 249,361	\$ -	\$ -	\$ 183,000	\$ -	\$ -
Insurance Reimbursement of Fixed Assets	\$ 92,608	\$ 57,257	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Auction Proceeds	\$ -	\$ 162,207	\$ -	\$ -	\$ -	\$ -
Expense Re-Imbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sponsorhsip Arabian Night	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Florida Black Caucus of LEO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ANF Booth Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fourth of July Sponsor	\$ 17,990	\$ 30,840	\$ 20,000	\$ 26,000	\$ -	\$ -
Mayors Womens Initiative	\$ 320	\$ 250	\$ 200	\$ 3,000	\$ -	\$ -
Martin Luther King Observation	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -
Festival Proceeds	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Kelvin's Church Carnival	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State of the City Donation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Birthday Celebration	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -
Summer Youth Hiring & Job	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ESE Back to School	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mobile Back to School	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Holiday Food & Gifts	\$ -	\$ -	\$ -	\$ 16,000	\$ -	\$ -
Valentine's Day Bingo	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Contributions & Donations	\$ 31,335	\$ 27,432	\$ 35,000	\$ 18,000	\$ 17,100	\$ -
Jury Duty	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Worker's Compensation	\$ 22,499	\$ 29,366	\$ 5,000	\$ 10,000	\$ -	\$ -
Health Wellnees Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Miscellaneous Revenues	\$ 73,524	\$ 140,072	\$ 40,100	\$ 50,000	\$ 47,500	\$ 141,052
Towing	\$ 5,007	\$ 5,800	\$ 10,500	\$ 10,030	\$ 9,529	\$ -
D & R Towing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nu-Way Towing Services Inc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500
Sunshine Towing Inc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800
Dolpin Towing & Recovery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600
Downtown Towing Company	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,800
Xerox Copies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Refund of Travel	\$ -	\$ 976	\$ -	\$ -	\$ -	\$ -
Refund of Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Notary Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Witness Fees	\$ -	\$ 8	\$ 10	\$ 100	\$ 100	\$ -
Lien Search & Release Charge	\$ 2,430	\$ 45,005	\$ 25,000	\$ 25,000	\$ -	\$ 25,000
Qualifying Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Draper	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 507,737</b>	<b>\$ 500,213</b>	<b>\$ 211,810</b>	<b>\$ 509,130</b>	<b>\$ 141,329</b>	<b>\$ 221,752</b>
<b>MISCELLANEOUS REVENUE SUBTOTAL =</b>	<b>\$ 515,737</b>	<b>\$ 500,527</b>	<b>\$ 219,810</b>	<b>\$ 510,130</b>	<b>\$ 141,329</b>	<b>\$ 221,752</b>
Transfer in - Unrest. Debt Service	\$ 969,100	\$ 1,057,169	\$ 1,088,535	\$ 2,286,440	\$ -	\$ -
Transfer in - Captial Improvement Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 2,429,579	\$ 2,285,585
Transfer in - Captial Project Fund	\$ 90,000	\$ -	\$ 275,000	\$ -	\$ -	\$ -
Transfer in Water & Sewer Fund	\$ -	\$ 3,125,106	\$ -	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 1,059,100</b>	<b>\$ 4,182,275</b>	<b>\$ 1,363,535</b>	<b>\$ 2,286,440</b>	<b>\$ 2,429,579</b>	<b>\$ 2,285,585</b>
Administrative Reimbursement - CRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Reimbursement - Solid Waste	\$ 63,990	\$ 121,160	\$ 129,445	\$ 54,060	\$ 54,060	\$ -
Administrative Reimbursement - Water & Sewe	\$ 290,942	\$ 942,500	\$ 1,249,550	\$ 1,413,875	\$ 1,000,000	\$ -
Administrative Reimbusemetn - Storm Water	\$ 8,506	\$ 13,895	\$ 13,330	\$ 65,000	\$ 65,000	\$ 261,561
Administrative Reimbursement - Town Center C	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 43,538
Administrative Reimbursement - TCO (Electrici	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,890
Loan Proceeds	\$ 162,963	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal =</b>	<b>\$ 526,401</b>	<b>\$ 1,077,555</b>	<b>\$ 1,392,325</b>	<b>\$ 1,537,935</b>	<b>\$ 1,124,060</b>	<b>\$ 321,989</b>
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ 1,585,501</b>	<b>\$ 5,259,830</b>	<b>\$ 2,755,860</b>	<b>\$ 3,824,375</b>	<b>\$ 3,553,639</b>	<b>\$ 2,607,574</b>
Transfer in - Fund Balance	\$ -	\$ -	\$ 440,000	\$ -	\$ -	\$ 3,700,000
<b>FUND BALANCE SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 440,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,700,000</b>
<b>GRAND TOTAL GENERAL FUND =</b>	<b>\$ 13,088,522</b>	<b>\$ 17,210,556</b>	<b>\$ 14,902,760</b>	<b>\$ 13,854,280</b>	<b>\$ 14,383,021</b>	<b>\$ 17,008,598</b>

# CITY COMMISSION



# City Commission

## MISSION

The City of Opa-locka operates under a City Commission / City Manager form of government with five Commissioners elected at large. The Mayor presides over the City Commission meetings to ensure the necessary decorum and to provide additional community leadership and presence in promoting the community at large.

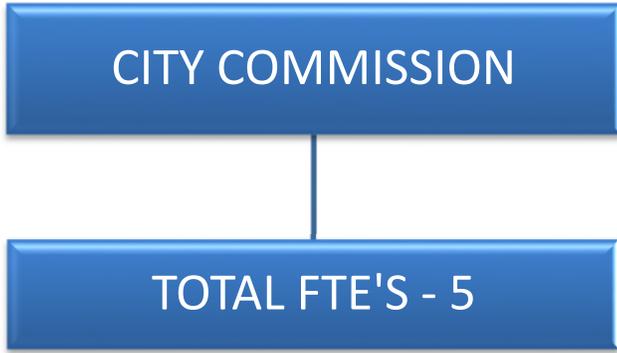
The Mayor and City Commission members continually promote the City at the local, state, and national levels through political efforts aimed at improving the quality of life for all City residents and visitors.

## RESPONSIBILITIES

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.

-  Establish priorities of the City
-  Adopt the annual budget and millage rate
-  Appoint City board members
-  Appoint the City Manager, City Clerk and City Attorney
-  Adopt legislation

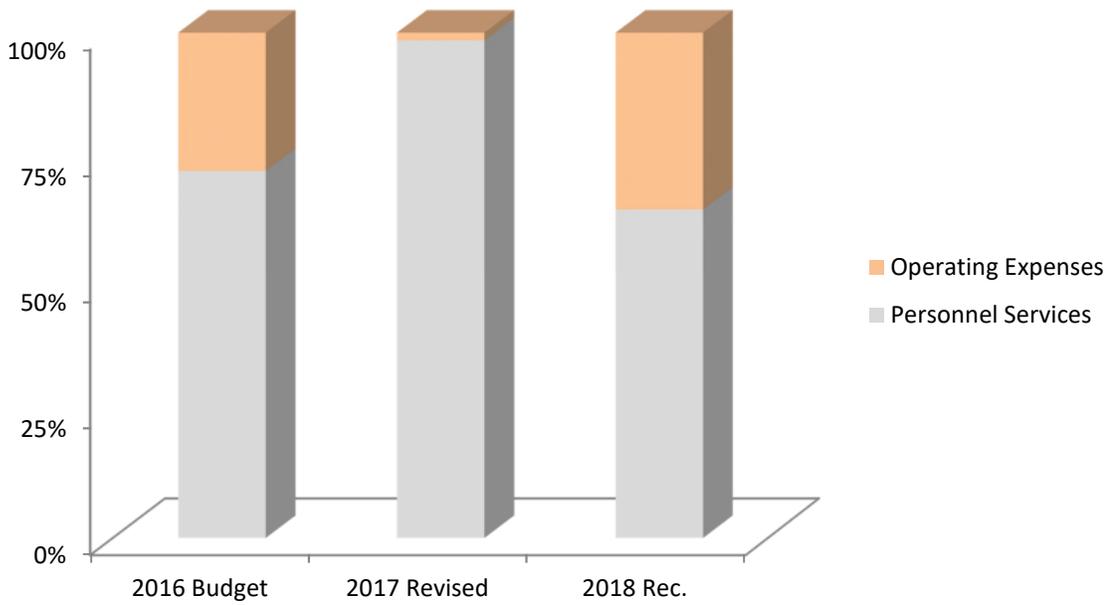
# Organizational Chart



Mayor	1
Vice Mayor	1
City Commissioners	3

## Financial Summary

City Commission	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	120,853	94,900	127,075	111,245	88,541
<b>Operating Expenses</b>	48,623	40,100	48,100	1,750	47,974
<b>Capital Outlays</b>	1,631	--	--	--	--
<b>Total</b>	<b>\$171,107</b>	<b>\$135,000</b>	<b>\$175,175</b>	<b>\$112,995</b>	<b>\$136,515</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED	Rec.	AMENDED
						BUDGET		BUDGET
FUND	001	GENERAL FUND						
DIV	10	CITY COMMISSION						
511110	SALARIES-EXECUTIVE	34,357	33,000	33,000	33,000	29,700	33,000	33,000
511210	FICA	2,631	2,525	2,525	2,525	2,272	2,525	2,525
511220	RETIREMENT	11,743	14,270	13,950	14,015	12,614	15,015	15,015
511230	LIFE AND HEALTH	72,122	45,105	77,600	66,659	66,659	38,001	38,001
511240	WORKERS COMP	-	-	-	-	-	-	-
	PERSONNEL EXPENSES	<u>\$ 120,853</u>	<u>\$ 94,900</u>	<u>\$ 127,075</u>	<u>\$ 116,199</u>	<u>\$ 111,245</u>	<u>\$ 88,541</u>	<u>\$ 88,541</u>
511306	MONTHLY ALL. MAYOR	2,400	2,400	2,400	2,400	-	12,000	1,200
511307	MONTHLY ALL. COMM	9,600	9,600	9,600	9,600	-	48,000	4,800
511401	TRAVEL- PINDER	-	4,000	4,000	-	-	-	-
511402	TRAVEL- KELLEY	2,421	4,000	4,000	2,500	-	-	-
511404	TRAVEL- TAYLOR	8,240	5,000	5,000	2,500	-	-	-
511405	TRAVEL - TYDUS	1,150	-	-	-	-	-	-
511406	TRAVEL- HOLMES	100	4,000	4,000	2,500	-	-	-
511407	TRAVEL- JOHNSON	484	-	-	-	-	-	-
511409	TRAVEL-SANTIAGO	50	4,000	4,000	-	-	-	-
511410	TRAVEL-RILEY	-	-	-	2,500	-	-	-
511411	TRAVEL-PIGATT	-	-	-	2,500	-	-	-
511493	GENERAL EXPENSES	15,344	2,000	10,000	2,000	-	-	-
511441	INFORMATION TECH CHARGES	-	-	-	-	-	22,412	22,412
511442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	18,712	18,712
511510	OFFICE SUPPLIES	1,045	1,100	1,100	1,000	750	750	750
511540	PUB/SUBS/MEMBERSHIP	7,789	4,000	4,000	-	-	-	-
511482	STATE OF THE CITY	-	-	-	1,000	1,000	1,000	100
	OPERATING EXPENSES	<u>\$ 48,623</u>	<u>\$ 40,100</u>	<u>\$ 48,100</u>	<u>\$ 28,500</u>	<u>\$ 1,750</u>	<u>\$ 102,874</u>	<u>\$ 47,974</u>
511642	OFFICE FURNITURE	1,631	-	-	-	-	-	-
	CAPITAL OUTLAYS	<u>\$ 1,631</u>	<u>\$ -</u>					
	TOTAL CITY COMMISSION	<u>\$ 171,107</u>	<u>\$ 135,000</u>	<u>\$ 175,175</u>	<u>\$ 144,699</u>	<u>\$ 112,995</u>	<u>\$ 191,415</u>	<u>\$ 136,515</u>

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# OFFICE OF THE CITY MANAGER



# Office of the City Manager

## MISSION

The mission of the Office of the City Manager is to serve the City of Opa-locka residents by providing needed services through a responsive work force committed to excellence, integrity, and teamwork.

The City Manager, as the administrative head of the City Government, provides the primary source of leadership and ensures efficiency of all departments. The Office of the City Manager serves as a liaison for administrative functions and the legislative body.

## RESPONSIBILITIES

The City Manager's Office is responsible for the management of all City departments and staff. This includes managing the financial, facility, and equipment assets of the City, as well as, setting the necessary administrative policies to carry out the activities of the City.

Also, the City Manager's Office is responsible for recommending the annual operating budget and setting the policies in the areas of budgeting and finance.

Additional key areas of responsibilities include:

- ✚ Assisting the Commission in initiating, reviewing, and implementing ordinances, policies, and programs that are responsive to the needs of the community.
- ✚ Assisting the Commission in developing and maintaining positive community relations, as well as, addressing community problems and concerns brought to the attention of the City.
- ✚ Assisting in promoting and representing the City at the local, state, and national level while representing the interests of the City.
- ✚ Implementing regional programs designed to promote the image of Opa-locka in cooperation with other official organizations and groups, as well as, acting as the intergovernmental liaison in negotiations on the City's behalf.

# Organizational Chart

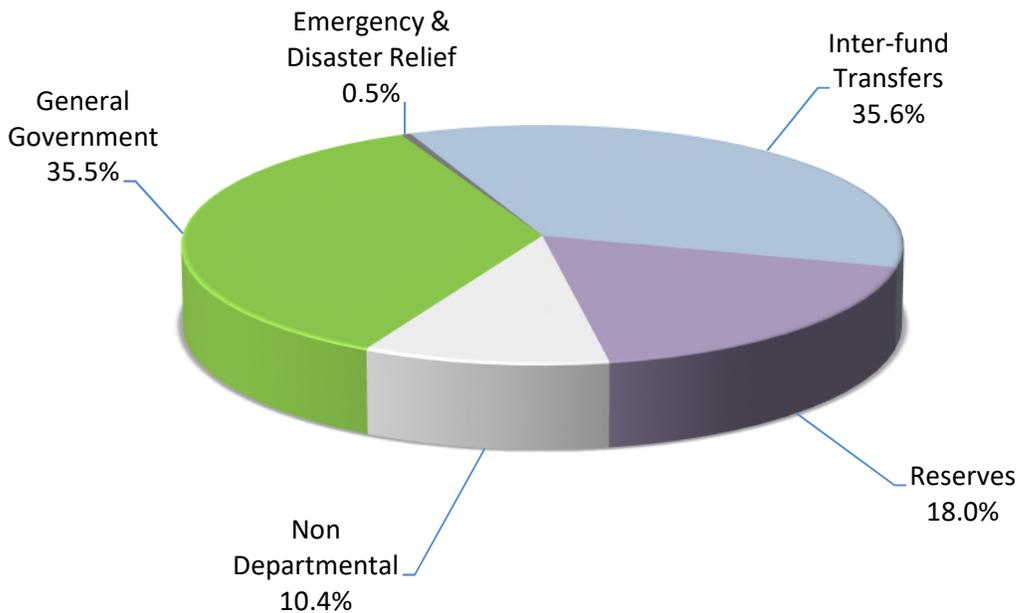


City Manager	1
Assistant City Manager	2
Executive Secretary	1
Administrative Assistant	1

## City Manager's Office Summary

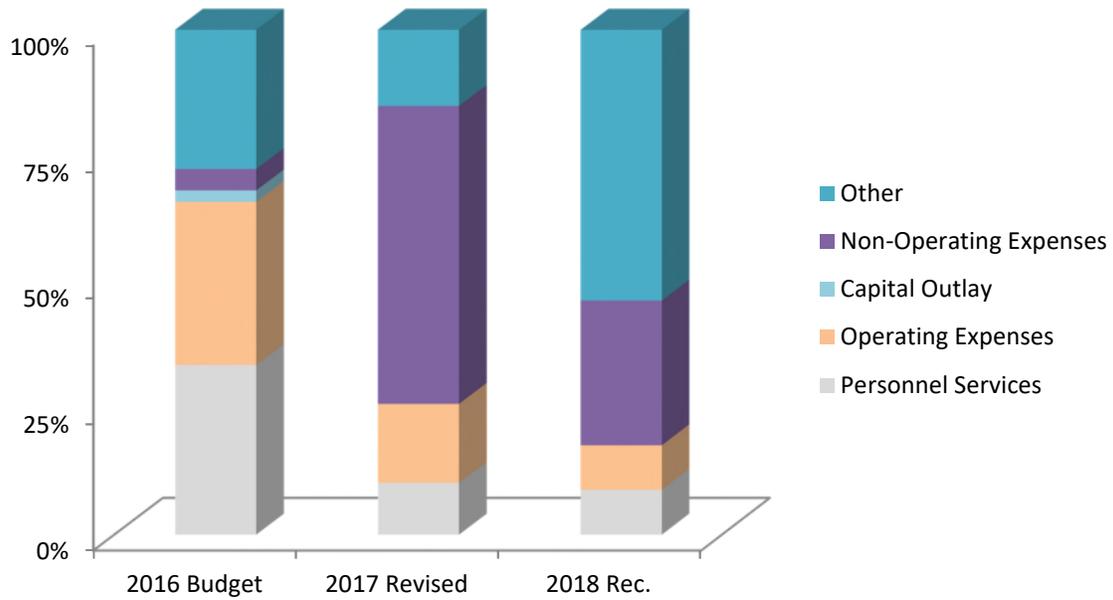
Office of the City Manager	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Non-Departmental</b>	730,135	334,363	684,171
<b>General Government</b>	826,630	2,815,978	2,346,639
<b>Emergency &amp; Disaster Relief</b>	--	30,000	30,000
<b>Special Events</b>	97,000	--	--
<b>Inter-fund Transfers</b>	65,000	--	2,353,868
<b>Reserves</b>	565,000	565,000	1,190,578
<b>Total</b>	<b>\$2,283,765</b>	<b>\$3,745,341</b>	<b>\$6,605,256</b>

FY 2018 Office of the City Manager



## Financial Summary

Office of the City Manager	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	870,982	685,215	766,535	383,288	585,557
<b>Operating Expenses</b>	1,350,885	974,870	738,430	585,584	581,598
<b>Capital Outlay</b>	97,602	51,275	51,800	--	--
<b>Non-Operating Expenses</b>	117,933	35,000	97,000	2,211,469	1,893,655
<b>Other</b>	6,590	490,000	630,000	565,000	3,544,446
<b>Total</b>	<b>\$2,443,992</b>	<b>\$2,236,360</b>	<b>\$2,283,765</b>	<b>\$3,745,341</b>	<b>\$6,605,256</b>

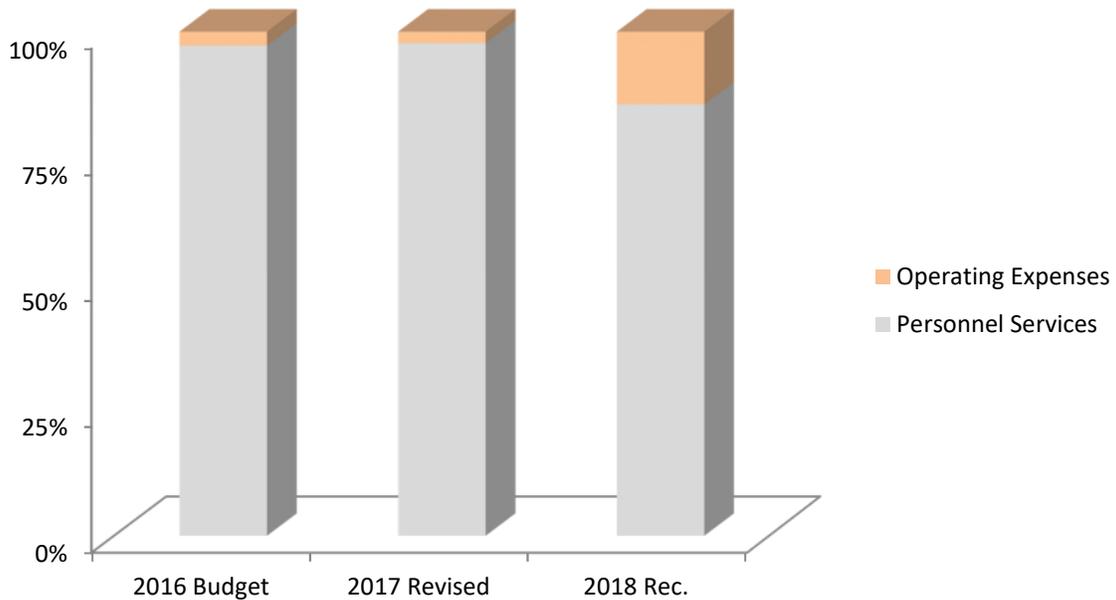


## Non-Departmental

The City Manager’s Office is responsible for the management of all City departments and staff. This includes managing the financial, facility, and equipment assets of the City, as well as, setting the necessary administrative policies to carry out the activities of the City.

### Financial Summary

Non-Departmental	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	841,027	658,715	710,035	326,763	585,557
<b>Operating Expenses</b>	31,454	18,100	20,100	7,600	98,614
<b>Capital</b>	1,024	1,500	--	--	--
<b>Total</b>	<b>\$872,481</b>	<b>\$676,815</b>	<b>\$730,135</b>	<b>\$334,363</b>	<b>\$684,171</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

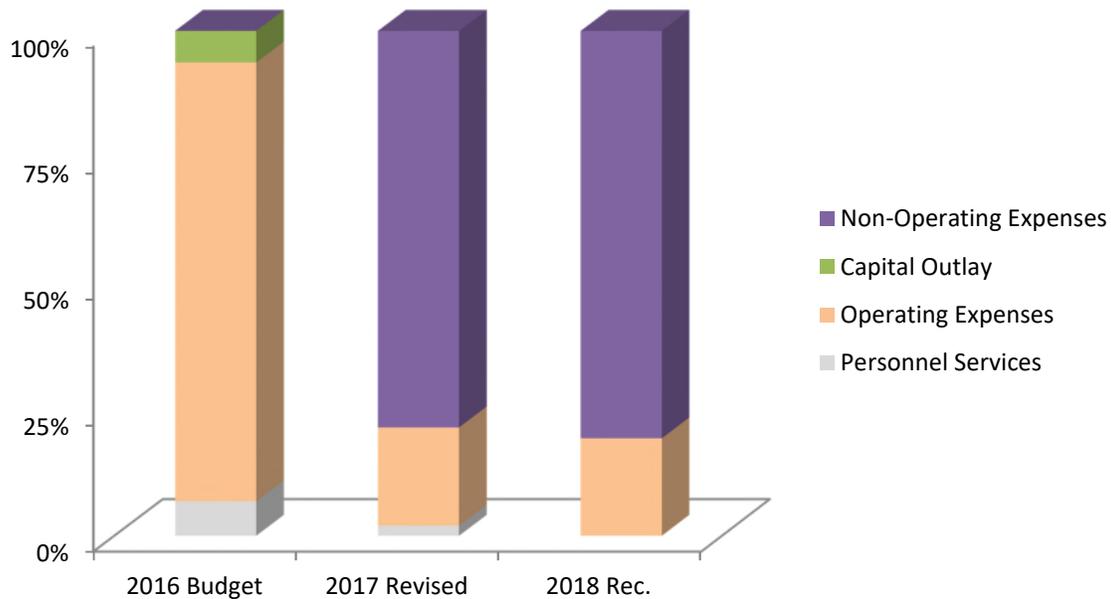
EXPENDITURES BY LINE ITEM			FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
			AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND							
DIV	12	NON DEPARTMENTAL							
512110	SALARIES EXECUTIVE		507,094	442,395	475,670	146,250	146,250	360,000	360,000
512120	SALARIES REGULAR		162,509	50,960	54,560	94,157	94,157	95,160	95,160
512140	SALARIES - OVERTIME		1,709	-	-	-	-	-	-
512210	FICA		48,681	37,740	40,185	22,140	18,391	34,820	34,820
512220	RETIREMENT		60,380	61,700	77,395	42,604	38,918	58,234	58,234
512230	LIFE & HEALTH		54,282	65,640	55,025	34,598	29,047	37,343	37,343
512499	CAR ALLOWANCE		6,372	280	7,200	7,200	-	-	-
	PERSONNEL EXPENSES		<u>\$ 841,027</u>	<u>\$ 658,715</u>	<u>\$ 710,035</u>	<u>\$ 346,949</u>	<u>\$ 326,763</u>	<u>\$ 585,557</u>	<u>\$ 585,557</u>
512311	EMPLOYEE PHYSICALS		940	100	100	100	100	-	-
512400	TRAVEL & PER DIEM		10,895	10,000	10,000	5,000	-	-	-
512420	POSTAGE & FREIGHT		669	500	-	-	-	-	-
512493	GENERAL EXPENSES		197	-	-	500	-	-	-
512441	INFORMATION TECH CHARGES		-	-	-	-	-	22,402	44,804
512442	INSURANCE SERVICE CHARGES - RISK MGMT		-	-	-	-	-	22,894	47,110
512510	OFFICE SUPPLIES		18,223	7,500	10,000	10,000	7,500	6,700	6,700
512520	OPERATING EXPENSES		500	-	-	-	-	-	-
512540	PUBL/SUBS/MEMBERSHIP		30	-	-	-	-	-	-
	OPERATING EXPENSES		<u>\$ 31,454</u>	<u>\$ 18,100</u>	<u>\$ 20,100</u>	<u>\$ 15,600</u>	<u>\$ 7,600</u>	<u>\$ 51,996</u>	<u>\$ 98,614</u>
512646	COMPUTER EQUIPMENT		1,024	1,500	-	-	-	-	-
	CAPITAL OUTLAYS		<u>\$ 1,024</u>	<u>\$ 1,500</u>	<u>\$ -</u>				
	TOTAL NON DEPARTMENTAL		<u>\$ 872,481</u>	<u>\$ 676,815</u>	<u>\$ 730,135</u>	<u>\$ 362,549</u>	<u>\$ 334,363</u>	<u>\$ 637,553</u>	<u>\$ 684,171</u>

## General Government

The purpose of the General Government is to account for operating expenses which are not under the direct supervision of a department head: tax increment financing payments to the City Redevelopment Agency, citywide functions encumbrance reserve account, and outstanding obligations to other governmental agency for programs.

### Financial Summary

General Government	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Personnel Services	29,955	26,500	56,500	56,525	--
Operating Expenses	1,223,441	946,770	718,330	547,984	452,984
Capital Outlay	96,578	49,775	51,800	--	--
Non-Operating Expenses	9,453	--	--	2,211,469	1,893,655
<b>Total</b>	<b>\$1,359,427</b>	<b>\$1,023,045</b>	<b>\$826,630</b>	<b>\$2,815,978</b>	<b>\$2,346,639</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM			FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
			AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND							
DIV	19	GENERAL GOVERNMENT							
519240	WORKERS COMP		28,958	15,000	15,000	15,000	12,750	-	-
519245	ACCIDENTAL DEATH		997	1,500	1,500	1,500	1,275	-	-
519250	UNEMPLOYMENT COMP		-	10,000	40,000	50,000	42,500	-	-
	PERSONNEL EXPENSES		\$ 29,955	\$ 26,500	\$ 56,500	\$ 66,500	\$ 56,525	\$ -	\$ -
519312	OTHER PROFESSIONAL		137,204	86,500	97,800	41,000	41,000	41,000	41,000
519340	OTHER CONTRACTED SVC		123,129	72,000	70,000	10,000	-	-	-
519400	TRAVEL & PER DIEM		4,559	10,000	10,000	5,000	-	-	-
519411	TELEPHONE		83,966	80,000	30,000	60,000	60,000	-	-
519413	TELEPHONE - SUNCOM		66,897	50,000	75,000	75,000	75,000	-	-
519414	TELEPHONE - CABLE		13,485	4,000	1,000	1,000	-	-	-
519420	POSTAGE		2,418	1,000	1,000	1,000	1,000	1,000	1,000
519430	ELECTRIC, GAS, WATER		313,643	324,000	330,000	320,000	320,000	360,000	360,000
519440	RENTALS & LEASES		319,740	254,785	37,560	30,984	30,984	36,984	36,984
519461	REPAIR & MAIN BUILDING		53,984	10,000	2,500	10,000	10,000	10,000	10,000
519470	PRINTING & BINDING		3,543	1,000	3,470	2,500	-	-	-
519480	PROMOTIONAL ACTIVI		28,716	15,485	20,000	4,000	4,000	4,000	4,000
519493	GENERAL EXPENSES		19,521	12,000	11,000	12,000	6,000	-	-
519510	OFFICE SUPPLIES &		10,510	5,000	5,000	-	-	-	-
519520	OPERATING EXPENSES		19,348	-	3,000	-	-	-	-
519540	PUBL/SUBS/MEMBERSHIP		6,715	10,000	10,000	-	-	-	-
519541	EDUCATIONAL COSTS		12,563	10,000	10,000	-	-	-	-
519554	DONATIONS TO NON-P		3,500	1,000	1,000	-	-	-	-
	OPERATING EXPENSES		\$ 1,223,441	\$ 946,770	\$ 718,330	\$ 572,484	\$ 547,984	\$ 452,984	\$ 452,984

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

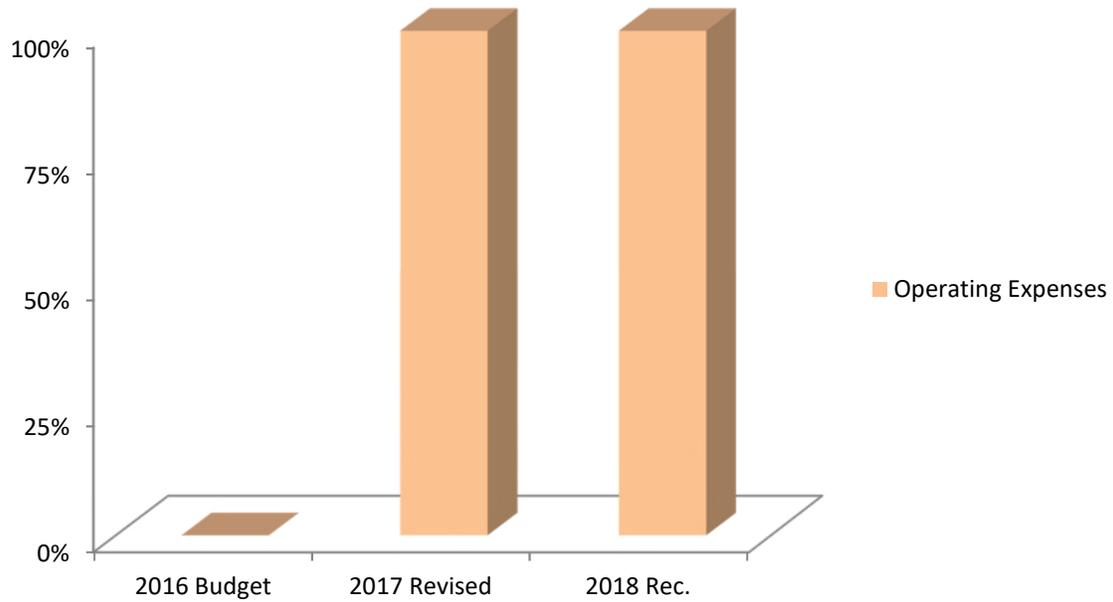
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET	
FUND	001	GENERAL FUND							
DIV	19	GENERAL GOVERNMENT							
519610	PURCHASE OF LAND	36,800	-	-	-	-	-	-	
519648	AUTOMOTIVE LEASE	59,778	49,775	51,800	-	-	-	-	
	CAPITAL OUTLAY	\$ 96,578	\$ 49,775	\$ 51,800	\$ -	\$ -	\$ -	\$ -	
519992	ENCUMBERANCE RESERVE	-	-	-	1,611,469	1,611,469	824,402	824,402	
519993	OBLIGATION TO COUNTY PROGRAM: CITT	-	-	-	100,000	100,000	-	-	
519994	OBLIGATION TO DOR - RLC FEE	-	-	-	500,000	500,000	500,000	500,000	
519995	TAX INCREMENT FINANCING - CRA	-	-	-	-	-	469,253	469,253	
519996	OBLIGATION HISTORIC PRESERVATION GRANT	-	-	-	-	-	100,000	100,000	
	NON-OPERATING EXP	\$ 9,453	\$ -	\$ -	\$ 2,211,469	\$ 2,211,469	\$ 1,893,655	\$ 1,893,655	
	TOTAL GENERAL GOVERNMENT	\$ 1,359,427	\$ 1,023,045	\$ 826,630	\$ 2,850,453	\$ 2,815,978	\$ 2,346,639	\$ 2,346,639	

## Emergency & Disaster Relief

The Emergency & Disaster Relief division accounts for the necessary resources in the event of a natural disaster or an unexpected City occurrence.

### Financial Summary

Emergency & Disaster Relief	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Operating Expenses</b>	95,990	10,000	--	30,000	30,000
<b>Total</b>	<b>\$95,990</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$30,000</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

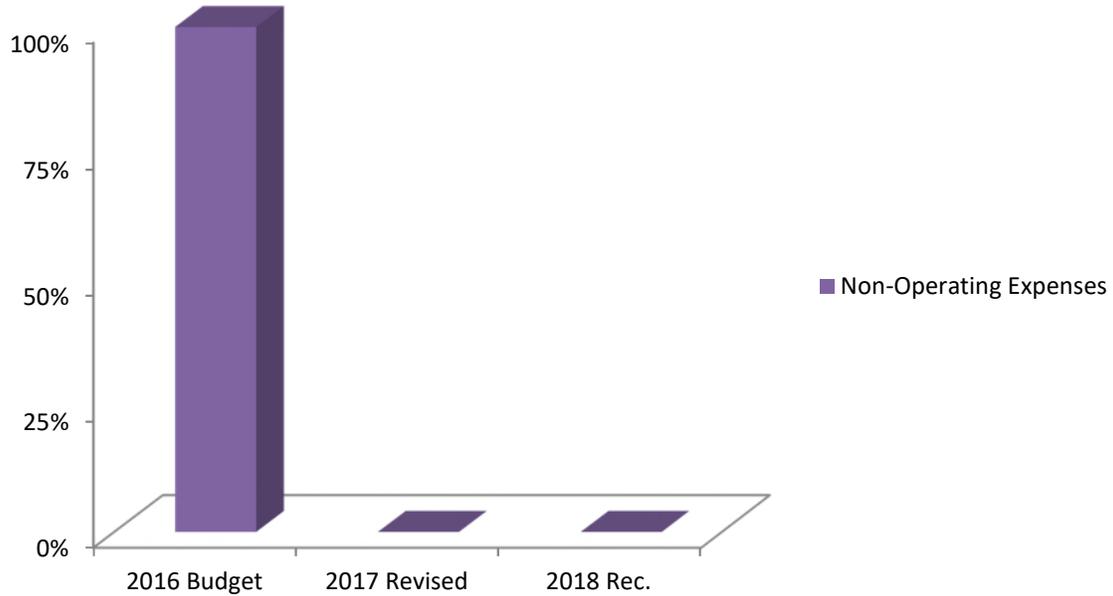
EXPENDITURES BY LINE ITEM			FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
			AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND							
DIV	25	EMERGENCY & DISASTER RELIEF							
525390	CONTINGENCIES		95,990	10,000	-	30,000	30,000	30,000	30,000
	TOTAL EMERGENCY		\$ 95,990	\$ 10,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

## Special Events

The purpose of the Special Events division is to provide grant-in-aid in support of City sponsored activities.

### Financial Summary

Special Events	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Non-Operating Expenses</b>	108,480	35,000	97,000	--	--
<b>Total</b>	<b>\$108,480</b>	<b>\$35,000</b>	<b>\$97,000</b>	<b>\$0</b>	<b>\$0</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

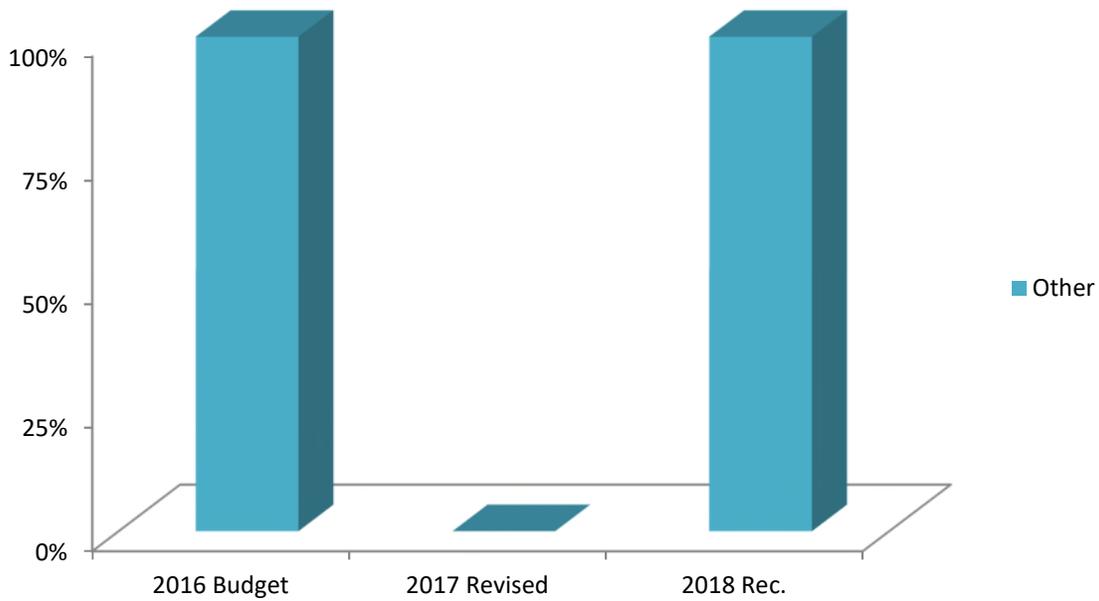
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET	
FUND	001	GENERAL FUND							
DIV	79	SPECIAL EVENTS							
579395	JULY FOURTH EVENT	41,646	4,000	29,000	-	-	-	-	
579396	M.L.K. WALK	6,259	5,000	5,000	-	-	-	-	
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	\$ -	\$ -	\$ -	\$ -	

## Inter-Fund Transfers

The purpose of the Inter-Fund Transfers is to account for subsidies to other funds in order to provide for a balanced budget and comply with State law.

### Financial Summary

Reserves	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Other</b>	--	25,000	65,000	--	2,353,868
<b>Total</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$2,353,868</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

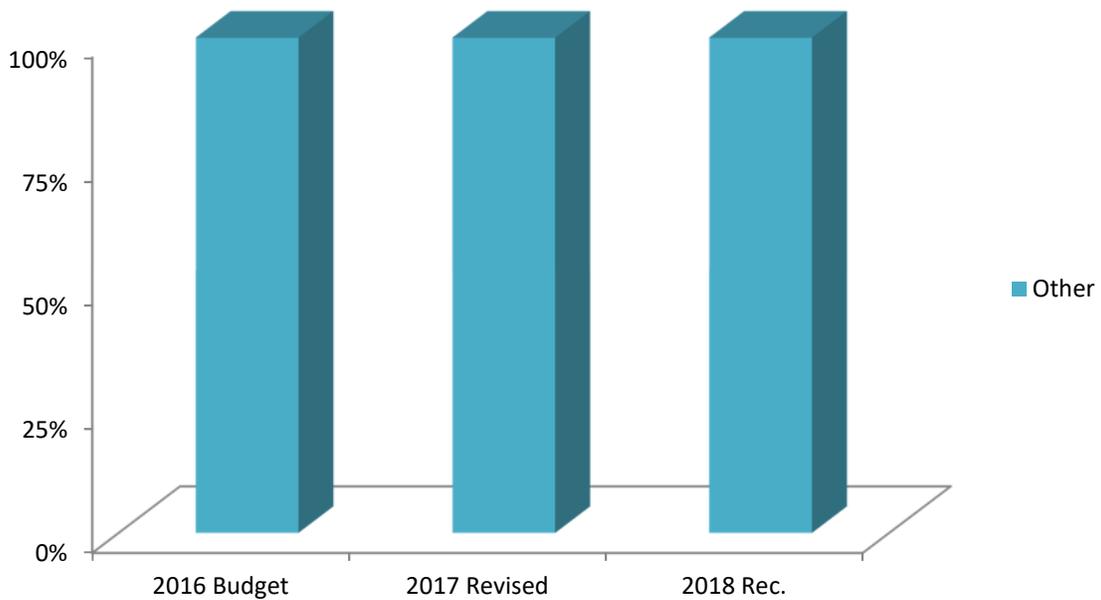
<b>EXPENDITURES BY LINE ITEM</b>		<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2018</b>
		<b>AUDITED</b>	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>AMENDED</b>	<b>Rec.</b>	<b>AMENDED</b>
FUND	001	GENERAL FUND						
DEPT	203	CITY MANAGER						
DIV	80	INTERFUND TRANSFERS						
581913	TRANS OUT - CRA	-	-	40,000	-	-	-	-
581925	TRANS OUT - WATER & SEWER	-	25,000	25,000	-	-	2,100,000	2,100,000
581926	TRANS OUT - TOWN CENTER ONE	-	-	-	-	-	253,868	253,868
TOTAL INTERFUND TRANSFERS		\$ -	\$ 25,000	\$ 65,000	\$ -	\$ -	\$ 2,353,868	\$ 2,353,868

## Reserves

Per City Ordinance<sup>20</sup>, the City shall budget annually a “contingency” reserve level, as well as, serve for uncompensated absences and other employee benefit liabilities.

### Financial Summary

Reserves	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Other</b>	6,590	465,000	565,000	565,000	1,190,578
<b>Total</b>	<b>\$6,590</b>	<b>\$465,000</b>	<b>\$565,000</b>	<b>\$565,000</b>	<b>\$1,190,578</b>



<sup>20</sup> City Code of Ordinance, Article XIII, Section 2-651.

**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	81	RESERVES						
581920	GENERAL FUND RESERVE	-	400,000	500,000	500,000	500,000	1,000,000	1,000,000
581992	WORKING CAPITAL RESERVE	-	-	-	-	-	-	125,578
581922	SICK/ANNUAL LEAVE	6,590	65,000	65,000	265,000	65,000	65,000	65,000
TOTAL RESERVES		\$ 6,590	\$ 465,000	\$ 565,000	\$ 765,000	\$ 565,000	\$ 1,065,000	\$ 1,190,578

# OFFICE OF THE CITY CLERK



# Office of the City Clerk

## MISSION

The City Clerk's Office strives to provide high quality customer service to the public, city commission, city personnel and all other outside agencies.

## PURPOSE

The City Clerk's Office maintains and preserves the integrity of the City records relating to the City of Opa-locka Commission documents and actions, ordinances, resolutions, agreements, contracts, deeds and minutes.

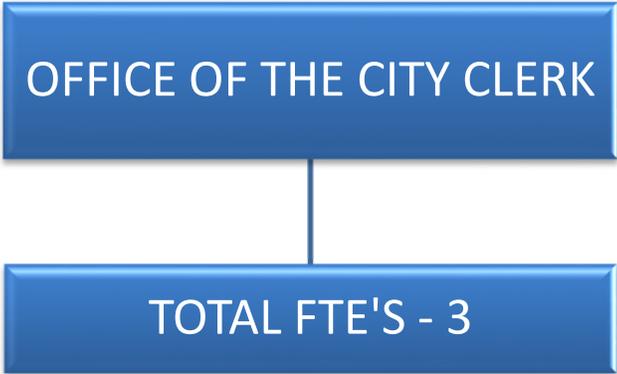
Moreover, the City Clerk serves as the Clerk of the Board for the Community Redevelopment Agency and prepares the board agendas, notices, correspondence, transcribes minutes of the board meetings, and maintains all records of the board.

## RESPONSIBILITIES

The City Clerk's Office is responsible for the recording, transcribing and safeguarding of Commission minutes and legislation; legislative research; lobbyist registration; records management; boards and committee's administration; attending bond validation proceedings; supervising and certifying the results of municipal elections; provide notary services to the public.

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.

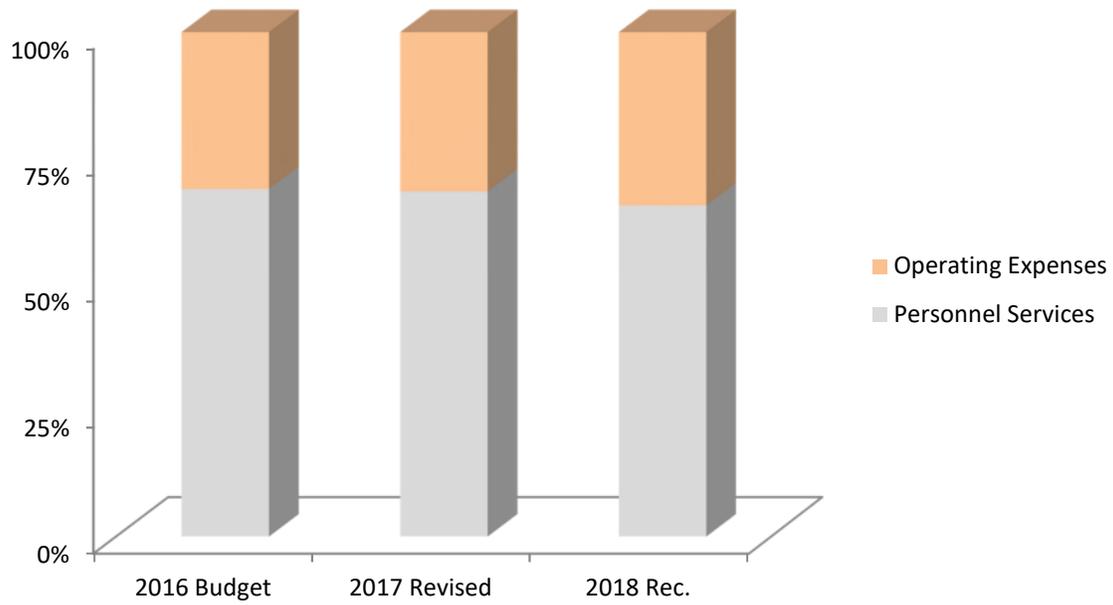
# Organizational Chart



City Clerk	1
Assistant City Clerk	1
Clerk (P/T)	1
Receptionist	1

## Financial Summary

Office of the City Clerk	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	277,898	263,600	225,545	206,937	242,813
<b>Operating Expenses</b>	122,711	116,200	102,000	95,750	127,296
<b>Total</b>	<b>\$400,609</b>	<b>\$379,800</b>	<b>\$327,545</b>	<b>\$302,687</b>	<b>\$370,109</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	16	CITY CLERK						
512110	SALARIES EXECUTIVE	84,234	117,510	137,660	76,500	76,500	85,000	85,000
512120	SALARIES REGULAR	118,028	89,610	35,215	74,960	70,770	77,214	77,214
512130	SALARIES - PART TIME	-	-	-	-	-	15,000	15,000
512140	SALARIES - OVERTIME	577	2,500	2,500	2,500	-	-	-
512210	FICA	15,777	16,035	13,415	11,566	11,266	13,557	13,557
512220	RETIREMENT	23,352	15,450	12,735	29,332	29,037	33,668	33,668
512230	LIFE & HEALTH	28,702	22,215	16,820	16,805	16,064	18,374	18,374
512499	CAR ALLOWANCE	7,228	280	7,200	7,200	-	-	-
	ALLOCATION - JOHN RILEY	-	-	-	-	3,300	-	-
	PERSONNEL COSTS	\$ 277,898	\$ 263,600	\$ 225,545	\$ 218,863	\$ 206,937	\$ 242,813	\$ 242,813
512312	OTHER PROFESSIONAL	4,302	20,000	20,000	50,000	50,000	35,000	35,000
512340	OTHER CONTRACTED SVC	-	5,000	-	-	-	-	-
512400	TRAVEL & PER DIEM	-	1,000	1,000	-	-	-	-
512420	POSTAGE & FREIGHT	18,975	15,000	15,000	10,000	10,000	10,000	10,000
512440	RENTALS & LEASES	14,366	13,000	12,500	12,000	12,000	12,000	12,000
512470	PRINTING & BINDING	69	-	-	-	-	-	-
512482	STATE OF THE CITY	19,434	17,500	15,000	-	-	-	-
512490	LEGAL ADVERTISING	41,112	30,000	25,000	20,000	20,000	20,000	20,000
512491	OTHER ADVERTISING	5,561	2,500	1,500	-	-	-	-
512492	CRA EXPENSES	-	-	-	-	-	-	-
512493	GENERAL EXPENSES	4,320	2,000	2,000	-	-	-	-
512441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
512442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
512510	OFFICE SUPPLIES	14,460	9,000	9,000	5,000	3,750	5,000	5,000
512520	OPERATING EXPENSES	87	1,200	1,000	-	-	-	-
512540	PUBL/SUBS/MEMBERSHIP	25	-	-	50	-	-	-
512541	EDUCATION	-	-	-	2,000	-	2,000	-
	OPERATING COSTS	\$ 122,711	\$ 116,200	\$ 102,000	\$ 99,050	\$ 95,750	\$ 129,296	\$ 127,296
	TOTAL CITY CLERK	\$ 400,609	\$ 379,800	\$ 327,545	\$ 317,913	\$ 302,687	\$ 372,109	\$ 370,109

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# OFFICE OF THE CITY ATTORNEY



# Office of the City Attorney

## PURPOSE

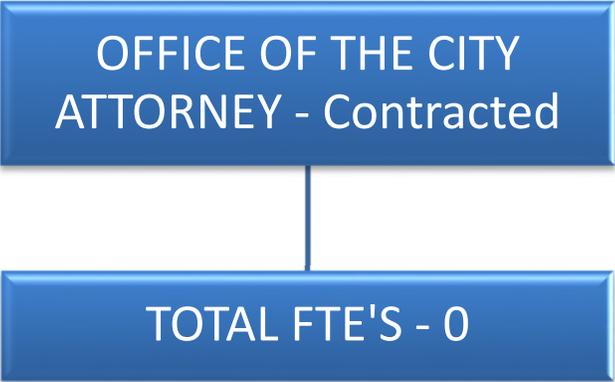
The Office of the City Attorney serves as legal counsel to the City Commission, City Manager's Office and all City departments, Boards and Committees in the execution of municipal business and services.

## RESPONSIBILITIES

The Office prepares and reviews contracts related to municipal transactions to ensure the City's expenditure of finances and receipt of property and services is in accordance with its Charter, Code of Ordinances, and all other relevant laws and regulations.

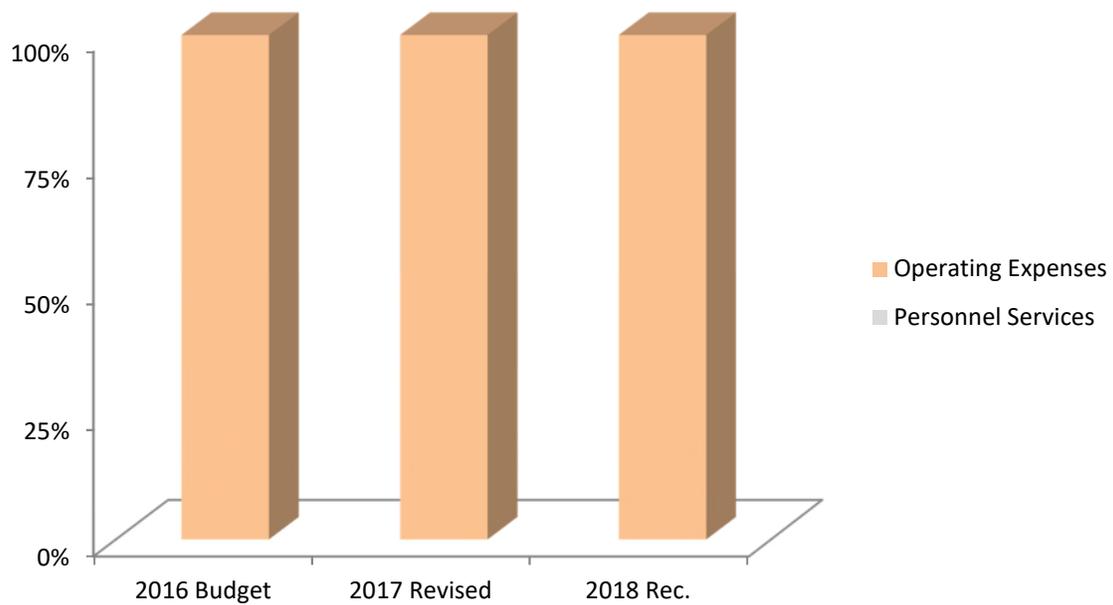
In addition, the Office of the City Attorney researches legal issues and prepares ordinances and resolutions to address City Commission and staff concerns. The Office represents City interests in all litigation matters and administrative forums, including cases before the Office of the Special Magistrate and in County, State and Federal Court. As City Prosecutor, the Office prosecutes violations of the Municipal Code of Ordinances to protect the health, safety and welfare of City residents.

# Organizational Chart



## Financial Summary

Office of the City Attorney	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	1,378	--	--	--	--
<b>Operating Expenses<sup>21</sup></b>	391,682	275,000	330,000	261,200	487,600
<b>Risk Management<sup>22</sup></b>	603,316	415,000	--	--	--
<b>Total</b>	<b>\$996,376</b>	<b>\$690,000</b>	<b>\$330,000</b>	<b>\$261,200</b>	<b>\$487,600</b>



<sup>21</sup> The City has a Retainer Agreement with the Brown Law Group for City Attorney Services.

<sup>22</sup> Risk Management was transferred to Human Resources in FY 2013-2014.

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	28	LEGAL COUNSEL						
514120	SALARIES REGULAR	1,280	-	-	-	-	-	-
514210	FICA	98	-	-	-	-	-	-
	PERSONNEL EXPENSES	\$ 1,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
514340	OTHER CONTRACTED SVC	216,905	225,000	280,000	211,200	211,200	237,600	237,600
514390	CONTINGENCIES	174,777	50,000	50,000	50,000	50,000	250,000	250,000
514441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	-
514442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	-
	OPERATING EXPENSES	\$ 391,682	\$ 275,000	\$ 330,000	\$ 261,200	\$ 261,200	\$ 532,896	\$ 487,600
	TOTAL CITY ATTORNEY	\$ 393,060	\$ 275,000	\$ 330,000	\$ 261,200	\$ 261,200	\$ 532,896	\$ 487,600
	RISK MANAGEMENT	603,316	415,000	-	-	-	-	-
	TOTAL CITY ATTORNEY W/ RISK MANAGEMENT	\$ 996,376	\$ 690,000	\$ 330,000	\$ 261,200	\$ 261,200	\$ 532,896	\$ 487,600

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# HUMAN RESOURCES DEPARTMENT



# Human Resources Department

## MISSION

The Human Resource Department treats each person as a valued customer while contributing positively to achieve the overall goals of the City of Opa-locka through comprehensive programming that displays a thorough understanding of all aspects of the human resources profession, including proactive involvement in areas of legal compliance and service that displays a genuine interest in the lives of others. Human Resources Department will take a leadership role and provide service in support of the City of Opa-locka's vision by promoting the concept that our employees are our most valuable resource.

## PURPOSE

To establish, administer and effectively communicate sound policies, rules and sound business practices, as well as provide counseling to management and employees to maintain City compliance with Federal, State and local employment and labor laws, City ordinances, administrative policies and labor agreements. Moreover, to develop the full potential of our workforce by providing training and development for career enhancement

## GOALS

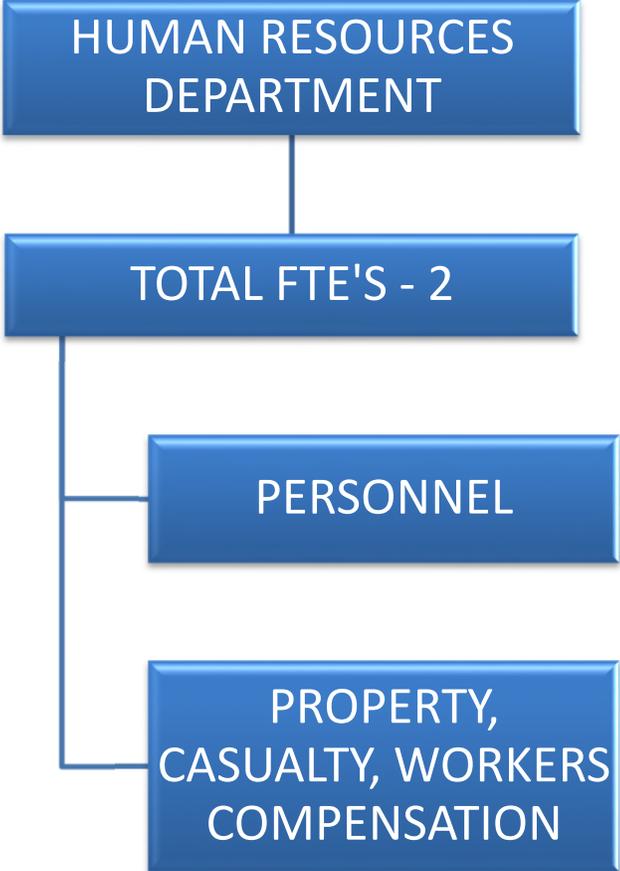
- ✚ Develop and implement employee intranet portal
- ✚ Improve employee moral
- ✚ Reinstate employee development training
- ✚ Provide support to management ensuring compliance with Federal, State, and Local employment labor laws, City Ordinances, administrative policies, and bargaining agreements
- ✚ Develop and implement Employee Safety Manual

## RESPONSIBILITIES

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.

- ✚ 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

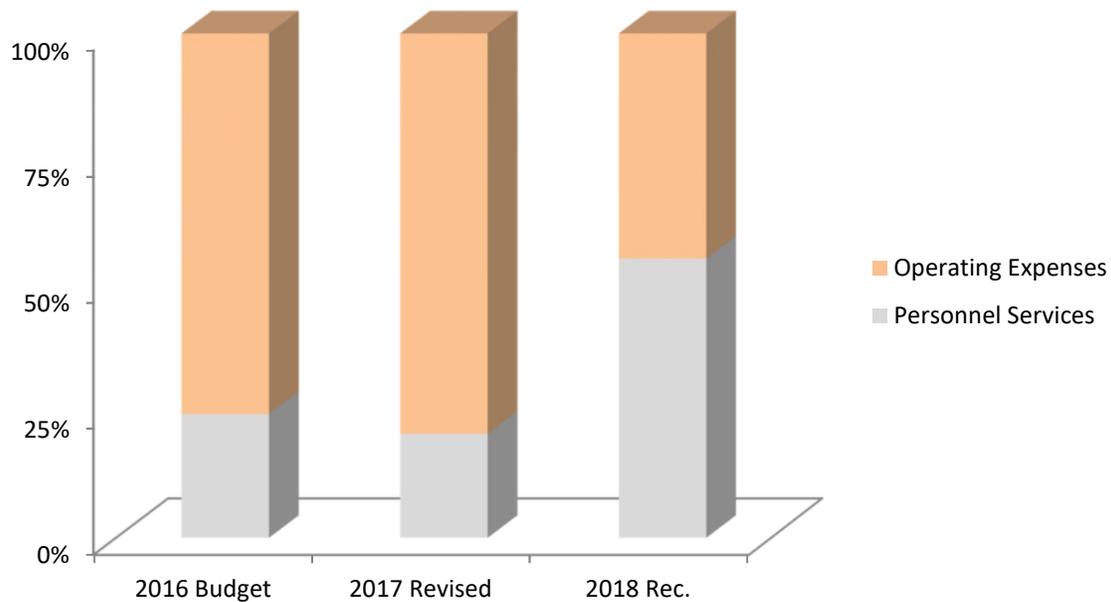
# Organizational Chart



Human Resources Director	1
Human Resources Administrator	.5
Risk Manager	.5

## Financial Summary<sup>23</sup>

Human Resources Department	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Personnel Services	299,486	315,085	198,565	180,184	149,631
Operating Expenses <sup>24</sup>	700,834	493,265	612,810	695,757	120,851
<b>Total</b>	<b>\$1,000,320</b>	<b>\$808,350</b>	<b>\$811,375</b>	<b>\$875,941</b>	<b>\$270,482</b>



<sup>23</sup> Property, Casualty, Workers Compensation expenditures are captured in the Risk Management Internal Service Fund beginning in FY 2018.

<sup>24</sup> The City contracts out for an Administrative Assistant with Office Team.

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	13	PERSONNEL						
513110	SALARIES EXECUTIVE	53,133	173,995	60,840	77,850	69,300	86,500	86,500
513120	SALARIES REGULAR	187,587	83,200	41,600	71,342	48,119	22,879	22,879
513140	SALARIES - OVERTIME	1,427	-	-	-	-	-	-
513210	FICA	18,237	19,675	7,840	11,413	8,983	8,367	8,367
513220	RETIREMENT	15,071	18,955	7,440	22,313	8,830	21,456	21,456
513230	LIFE & HEALTH	24,031	19,260	13,340	20,719	17,525	10,429	10,429
PERSONNEL EXPENSES		\$ 299,486	\$ 315,085	\$ 131,060	\$ 203,637	\$ 152,757	\$ 149,631	\$ 149,631
513311	EMPLOYEE PHYSICALS	-	100	-	100	100	5,560	5,560
513312	OTHER PROFESSIONAL	1,255	-	-	-	-	-	-
513340	OTHER CONTRACTED S	34,533	25,115	20,000	25,000	25,000	64,645	64,645
513397	EMPLOYEE APPRECIATION	-	5,000	-	-	-	-	-
513398	EMPLOYEE RECOGNITION	2,000	2,400	2,400	600	600	1,200	1,200
513399	HEALTH AND WELLNESS	-	-	-	-	-	-	-
513420	POSTAGE	68	200	200	150	150	150	150
513440	RENTALS & LEASES	42,302	38,450	31,500	31,500	31,500	2,000	2,000
513493	GENERAL EXPENSES	10,593	-	-	-	-	-	-
513441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
513442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
513510	OFFICE SUPPLIES	6,767	2,000	4,000	2,000	1,500	2,000	2,000
513542	EMPLOYEE TRAINING	-	5,000	3,000	-	-	5,000	-
OPERATING EXPENSES		\$ 97,518	\$ 78,265	\$ 61,100	\$ 59,350	\$ 58,850	\$ 125,851	\$ 120,851
TOTAL PERSONNEL		\$ 397,004	\$ 393,350	\$ 192,160	\$ 262,987	\$ 211,607	\$ 275,482	\$ 270,482

**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	18	RISK MANAGEMENT						
513110	SALARIES EXECUTIVE	-	-	55,000	-	-	-	-
513120	SALARIES REGULAR	-	-	-	32,667	21,620	-	-
513140	SALARIES - OVERTIME	-	-	-	-	-	-	-
513210	FICA	-	-	4,210	2,499	1,654	-	-
513220	RETIREMENT	-	-	3,595	2,457	1,626	-	-
513230	LIFE & HEALTH	-	-	4,700	3,608	2,527	-	-
	PERSONNEL EXPENSES	\$ -	\$ -	\$ 67,505	\$ 41,231	\$ 27,427	\$ -	\$ -
513390	CONTINGENCIES	4,102	-	80,000	100,000	100,000	-	-
513420	POSTAGE	-	-	430	150	150	-	-
513440	RENTALS & LEASES	-	-	5,000	-	-	-	-
513451	INSURANCE (PREMIUMS)	599,214	415,000	466,280	536,757	536,757	-	-
	OPERATING EXPENSES	\$ 603,316	\$ 415,000	\$ 551,710	\$ 636,907	\$ 636,907	\$ -	\$ -
	TOTAL RISK MANAGEMENT	\$ 603,316	\$ 415,000	\$ 619,215	\$ 678,138	\$ 664,334	\$ -	\$ -

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# FINANCE DEPARTMENT



# Finance Department

## MISSION

The mission of the Finance Department is to provide fiduciary control over the City's assets, perform fiscally related services, and provide accurate, timely, useful and compliant financial information to support the delivery of municipal services to the City departments and elected officials, City residents and all stakeholders. The three Divisions of the Finance Department are Administration, Debt Service and Utility Billing.

## PURPOSE

The Finance Department's general purpose is to direct, administer and supervise fiscal affairs, accounting and financial reporting.

## GOALS

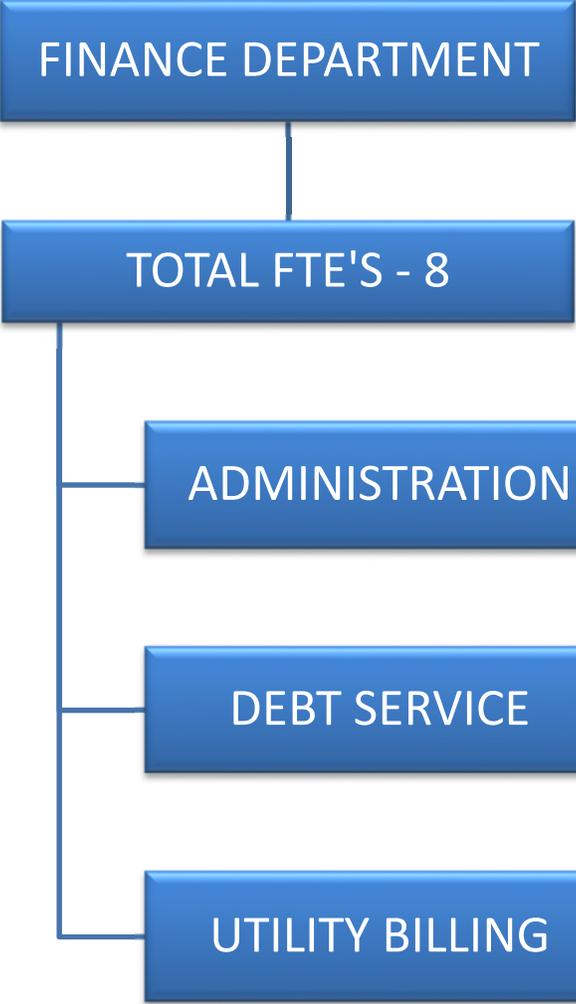
- ✚ Establish and maintain a strong system of internal controls to ensure the capture, accuracy and completeness of financial information and to safeguard the City's assets.
- ✚ Provide accurate, timely and appropriate financial and budget reporting to City administrative staff, elected officials and citizens.
- ✚ Maintain or improve the City's bond rating with Nationally Recognized Rating Agencies.
- ✚ Effectively manage cash flows and investments of the City.
- ✚ Effectively manage the collections of accounts receivables.
- ✚ Evaluate financing mechanisms for the City's needs and ensure sound debt management practices.

## RESPONSIBILITIES

The Finance Department's major areas of responsibility include accounting, investments, debt management, grant administration, and financial reporting.

- |   |   |
|---|---|
| ✚ Accounting & Financial Record Keeping   | ✚ Coordinating the Annual Financial Audit         |
| ✚ Establishing a system of internal controls to safeguard the City's assets against loss, theft or misuse | ✚ Capital Assets                                  |
| ✚ Cash Management   | ✚ Investments                                     |
| ✚ Cashiering  | ✚ Grant Administration                            |
| ✚ Accounts Receivable   | ✚ Payroll   |
| ✚ Accounts Payable  | ✚ Utility Billing / Collections                   |
| ✚ Overseeing adherence to budgetary restrictions  | ✚ Financial & Regulatory Compliance and Reporting |
| ✚ Financing & Debt Management   |   |
| ✚ Preparation of Financial Statements (CAFR)  |   |

# Organizational Chart



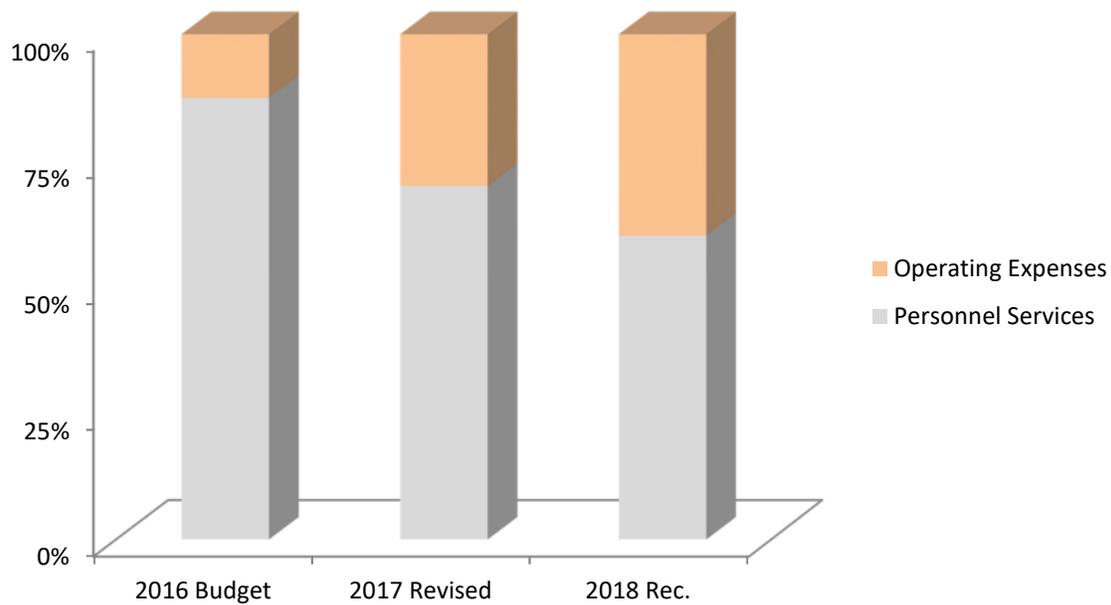
Finance Director	1
Accountant	1
Administrative Assistant	1
Payroll Clerk	1
Utility Billing Supervisor	1
Utility Billing Specialist	2
Cashier	1

## Administration

The Administration Division’s key areas of responsibility include investment and debt management, payroll processing, accounts payable disbursements and interpreting financial data for users and management in order to make sound decisions on the City’s behalf. Other responsibilities are maintaining and closing financial records and the preparation of the Comprehensive Annual Financial Report (CAFR). Additionally, the department provides extensive participation in the year end audit, working closely with the external auditors.

### Financial Summary<sup>25</sup>

Administration	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	529,285	331,311	286,732
<b>Operating Expenses<sup>26</sup></b>	76,461	142,180	189,696
<b>Total</b>	<b>\$605,746</b>	<b>\$473,491</b>	<b>\$476,428</b>



<sup>25</sup> Utility Billing and Debt Service division’s expenditures are captured in the Water & Sewer Fund and Capital Improvement Debt Service Fund, respectively.

<sup>26</sup> The City contracts out for a Senior Accountant and an Accounts Payable Clerk with Robert Half.

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	17	FINANCE ADMINISTRATION						
513110	SALARIES EXECUTIVE	205,720	235,020	303,495	131,625	90,000	96,000	96,000
513120	SALARIES REGULAR	203,074	167,170	111,280	277,784	175,235	119,378	119,378
513140	SALARIES - OVERTIME	5,890	2,500	2,500	-	-	-	-
513210	FICA	30,465	30,960	31,920	31,320	20,290	16,476	16,476
513220	RETIREMENT	25,460	34,325	34,795	49,544	19,946	31,256	31,256
513230	LIFE & HEALTH	60,647	53,525	45,295	39,338	25,840	23,622	23,622
PERSONNEL COSTS		<u>\$ 531,256</u>	<u>\$ 523,500</u>	<u>\$ 529,285</u>	<u>\$ 529,611</u>	<u>\$ 331,311</u>	<u>\$ 286,732</u>	<u>\$ 286,732</u>
513311	EMPLOYEE PHYSICALS	-	-	-	180	180	-	-
513312	OTHER PROFESSIONAL	25,751	10,000	15,002	-	-	-	-
513320	ACCOUNTING & AUDITING	65,052	40,000	35,000	75,000	75,000	50,000	50,000
513340	OTHER CONTRACTED SERV.	-	-	-	72,000	50,000	84,400	84,400
513420	POSTAGE	1,731	4,000	300	1,000	1,000	1,000	1,000
513440	RENTALS & LEASES	7,404	8,000	12,000	6,000	6,000	6,000	6,000
513470	PRINTING & BINDING	-	550	825	500	-	-	-
513493	GENERAL EXPENSES	5,543	2,500	3,748	750	-	-	-
513441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
513442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
513510	OFFICE SUPPLIES	7,301	5,500	8,252	4,000	3,000	3,000	3,000
513520	OPERATING EXPENSE	14,720	1,000	1,334	7,000	7,000	4,500	-
513540	PUBL/SUBS/MEMBERSHIP	225	-	-	275	-	-	-
513541	EDUCATIONAL COSTS	1,717	-	-	3,000	-	-	-
OPERATING COSTS		<u>\$ 129,444</u>	<u>\$ 71,550</u>	<u>\$ 76,461</u>	<u>\$ 169,705</u>	<u>\$ 142,180</u>	<u>\$ 194,196</u>	<u>\$ 189,696</u>
TOTAL FINANCE ADMINISTRATION		<u>\$ 660,700</u>	<u>\$ 595,050</u>	<u>\$ 605,746</u>	<u>\$ 699,316</u>	<u>\$ 473,491</u>	<u>\$ 480,928</u>	<u>\$ 476,428</u>

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# PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT



# Planning and Community Development Department

## MISSION

The Planning and Community Development's mission is to provide exceptional customer service and promote a safe and sustainable built environment that will enhance the quality of life for our residents and visitors.

## PURPOSE

Guide quality development in a way that improves the overall welfare and community appearance. Moreover, enhancing the quality of life and improving livability by encouraging and directing orderly growth and promoting well-designed development and public spaces.

## GOALS

The department works conjointly to deliver quality services to residents, businesses and the development community and to provide the lifestyle of a progressive, modern City atmosphere promised to the community.

## RESPONSIBILITIES

The Planning and Community Development Department [PCD] is responsible for the direction and coordination of all growth, development and redevelopment related programs. Administration oversees the operations of the department's seven focus areas: 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 Department oversees the preparation of the City's Comprehensive Plan and Land Development Regulation/Zoning Code.

**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.

Key areas of responsibility for planning & zoning include:

- Reviewing building permits for zoning code compliance.
- Reviewing and recommending on all planning and zoning related applications, including but not limited to: Site Plan Applications, Flex and Reserve Applications, Special Exceptions, Variances, Temporary Uses, Interim Uses, Administrative Adjustments, Interpretations, Nonconforming Uses, Plats, Abandonments, Sidewalk Cafes, Signs, and Special Events.
- Implementing the Comprehensive Plan.
- Providing ongoing customer service to residents, businesses and the building community.
- Reviewing, inspecting and consulting on all landscaping applications.
- Promoting healthy urban forests through leadership, education, awareness, and advocacy.
- Collecting business taxes and ensuring all businesses have been reviewed for zoning compliance.
- Implementing the City's Rental Housing Program.
- Managing the City's Grant Program, which includes grant research, writing and tracking.
- Managing all activities of the City's Public Art Program.
- Coordinating all historic preservation activities.
- Preparing Code amendments for various city departments.

- Geographic Information System (GIS) Mapping.
- Overseeing the development of Corridor Studies, Conceptual Designs, and other Master Plans.
- Managing the National Flood Insurance Community Rating System Program.
- Providing statistical, legal, and technical data for special studies.

**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.

Key areas of responsibility for community development include:

- Coordination of City 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.

# Organizational Chart

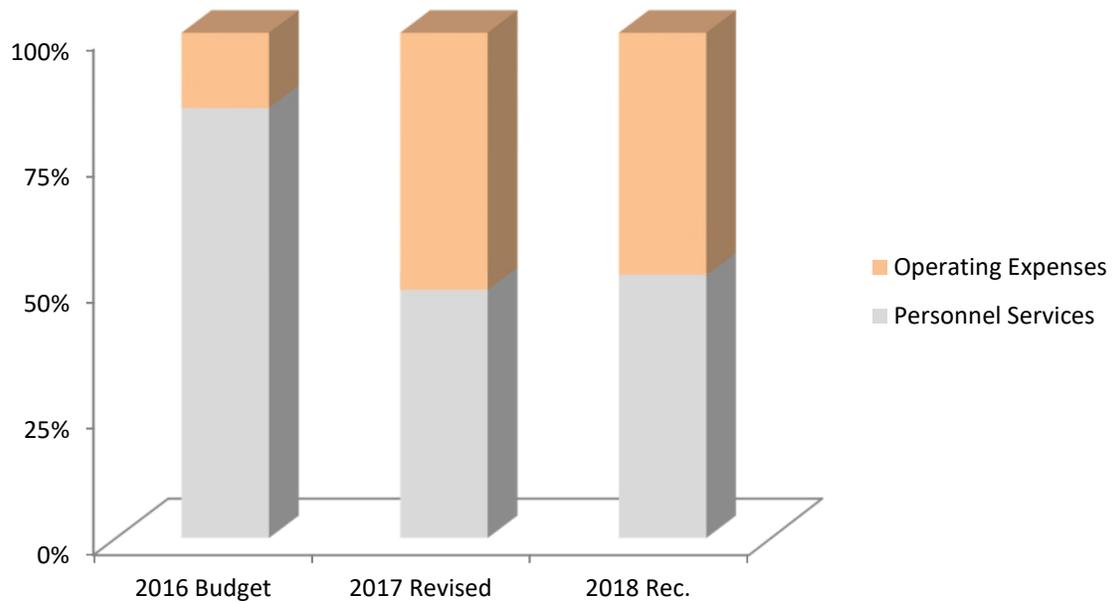


Planning & Community Development Director	.9
Zoning Official	.9
Planner	.9
Executive Secretary	.9

Note: Vacant positions are highlighted in green

## Financial Summary

Planning & Community Development	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services<sup>27</sup></b>	279,610	206,474	281,441
<b>Operating Expenses</b>	48,700	214,197	259,373
<b>Total</b>	<b>\$328,310</b>	<b>\$420,671</b>	<b>\$540,814</b>



<sup>27</sup> Ten percent (10%) of employee salaries are budgeted in the Community Redevelopment Agency's budget.

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	37	PLANNNG & COMMUNITY DEVELOPMENT						
515110	SALARIES - EXECUTIVE	103,215	155,000	127,505	128,824	128,824	131,554	131,554
515120	SALARIES - REGULAR	197,369	104,355	93,390	60,208	28,858	78,947	78,947
515140	SALARIES - OVERTIME	300	-	-	-	-	-	-
515210	FICA	22,563	19,840	16,900	14,461	12,062	16,103	16,103
515220	RETIREMENT	14,655	19,115	16,040	25,181	11,858	28,053	28,053
515230	LIFE AND HEALTH	18,328	30,245	25,775	29,006	24,872	26,784	26,784
PERSONNEL EXPENSES		\$ 356,430	\$ 328,555	\$ 279,610	\$ 257,680	\$ 206,474	\$ 281,441	\$ 281,441
515311	EMPLOYEE PHYSICALS	-	-	-	120	120	-	-
515312	OTHER PROFESSIONAL	19,187	15,000	35,000	-	-	10,500	-
515400	TRAVEL & PER DIEM	47	-	-	-	-	-	-
515420	POSTAGE	135	500	500	500	-	-	-
515440	RENTALS & LEASES	9,524	9,500	9,500	9,500	9,500	9,500	9,500
515470	PRINTING AND BINDI	83	1,000	1,000	500	500	500	500
515493	GENERAL EXPENSES	-	-	-	-	-	-	-
515441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
515442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
515510	OFFICE SUPPLIES	2,182	2,200	2,200	2,090	1,577	1,577	1,577
515520	OPERATING SUPPLIES	39	500	500	500	-	-	-
515531	COMMUNITY CHALLENG	117,980	200,000	-	-	-	-	-
529535	SOFTWARE - GIS Program	-	-	-	12,000	-	-	-
515530	ADVERTISEMENT	-	-	-	2,500	2,500	2,500	2,500
541833	BROWNSFIELD PROJ EXP	-	-	-	-	200,000	200,000	200,000
OPERATING EXPENSES		\$ 149,177	\$ 228,700	\$ 48,700	\$ 27,710	\$ 214,197	\$ 269,873	\$ 259,373
TOTAL PLANNING & COMMUNITY DEVELOPMENT		\$ 505,607	\$ 557,255	\$ 328,310	\$ 285,390	\$ 420,671	\$ 551,314	\$ 540,814

# BUILDING & LICENSES DEPARTMENT



# Building & Licenses Department

## MISSION

The mission of the Building & Licenses Department is to protect lives and property by performing building, electrical, plumbing and mechanical inspections, and provide unparalleled customer service by responding to our customers' needs in a prompt and positive manner, while warmly welcoming our community.

## PURPOSE

The purpose of the Building & Licenses Department is to enforce certain minimum standards pursuant to the Florida Building Code. These minimum standards include public safety, health and general welfare through structural strength, stability, sanitation, adequate light and ventilation, and safety to life and property from fire, hurricane, and other hazards attributed to the built environment. These include alteration, repair, removal, demolition, use, and occupancy of buildings, structures or premises. Moreover, to regulate the installation and maintenance of all electrical, gas, mechanical and plumbing systems, which may be referred to as service systems. The provisions in the Florida Building Code shall be deemed to supplement any and all State laws of the State of Florida relating to building.

## GOALS

The Building & Licenses Department's goal is to provide customer friendly plan review, issuance of building permits, performance of field inspections, and issuance of certificates of occupancy to ensure conformance with the minimum standards, pursuant to the Florida Building Code.

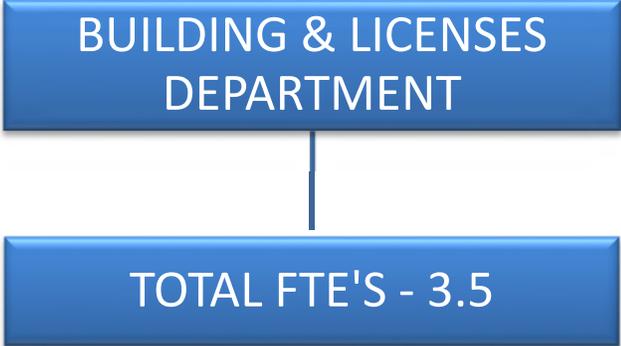
## RESPONSIBILITIES

The Building & Licenses Department ensures compliance with minimum standards of the Florida Building Code, including public safety, health and general welfare.

The Building & Licenses Department is responsible for the efficient and effective supervision of construction activities within the Opa-locka City limits to assume compliance with the adopted version of the Florida Building Code.

The Department reviews all building permits for Building Code compliance and 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.

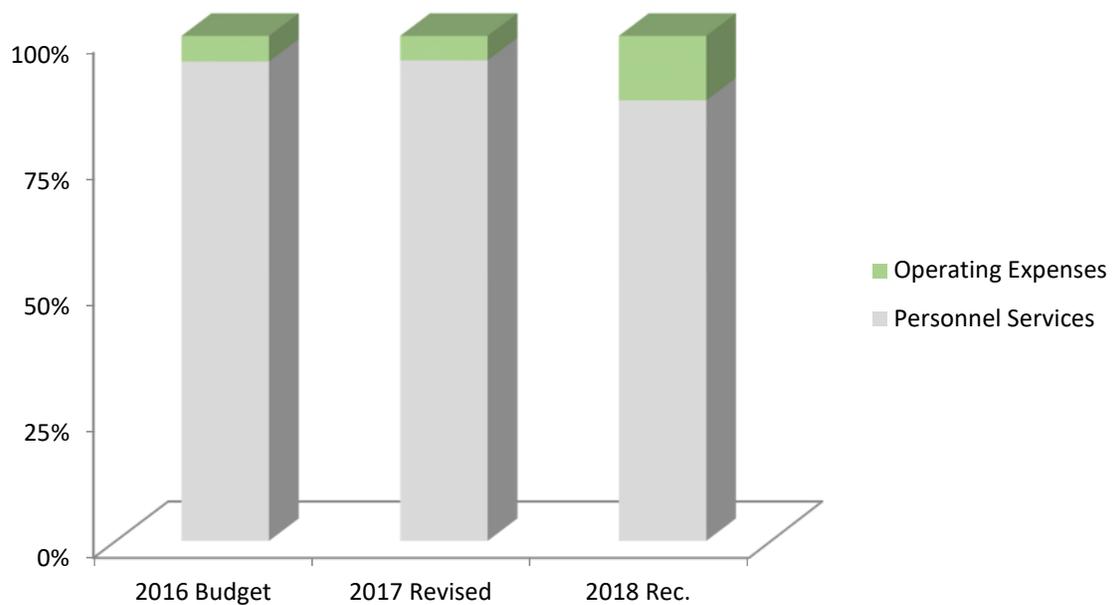
# Organizational Chart



Building Official	1
City Engineer	.5
Building Clerk	2
Mechanical Inspector (P/T)	1
Plumbing Inspector (P/T)	1
Electrical Inspector (P/T)	1

## Financial Summary

Building & Licenses Department	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services<sup>28</sup></b>	269,395	288,330	394,911
<b>Operating Expenses</b>	14,400	14,625	57,796
<b>Total</b>	<b>\$283,795</b>	<b>\$302,955</b>	<b>\$452,707</b>



<sup>28</sup> The City Engineer's salary is budgeted fifty percent (50%) in Public Works Administration division and fifty percent (50%) in Building & Licenses.

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	30	BUILDING & LICENSES						
524110	SALARIES EXECUTIVE	-	67,500	94,995	121,500	121,500	150,000	150,000
524120	SALARIES REGULAR	225,506	111,215	66,290	73,500	72,180	72,155	72,155
524130	SALARIES - PART TIME	-	135,615	56,650	79,214	39,607	88,190	88,190
524140	SALARIES - OVERTIME	709	-	-	-	-	-	-
524210	FICA	17,279	24,050	16,675	20,977	12,338	23,741	23,741
524220	RETIREMENT	13,189	23,165	15,915	32,757	17,543	39,239	39,239
524230	LIFE & HEALTH	30,279	20,130	18,870	26,152	25,162	21,586	21,586
PERSONNEL EXPENSES		\$ 286,962	\$ 381,675	\$ 269,395	\$ 354,100	\$ 288,330	\$ 394,911	\$ 394,911
524312	OTHER PROFESSIONAL	4,305	5,000	5,000	5,000	5,000	5,000	-
524420	POSTAGE	-	-	-	1,000	1,000	5,000	5,000
524440	RENTALS & LEASES	5,100	3,000	3,000	3,000	3,000	3,000	3,000
524470	PRINTING & BINDING	1,971	2,000	2,000	2,000	2,000	1,000	1,000
524493	GENERAL EXPENSES	5,332	1,800	1,800	1,000	1,000	-	-
524441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
524442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
524510	OFFICE SUPPLIES &	2,009	2,100	2,100	3,500	2,625	3,500	3,500
524520	OPERATING SUPPLIES	-	500	500	-	-	-	-
524540	PUBL/ SUBSC/ MEMBER	1,941	-	-	1,200	-	2,500	-
524541	EDUCATIONAL COSTS	-	-	-	6,000	-	5,000	-
OPERATING EXPENSES		\$ 20,658	\$ 14,400	\$ 14,400	\$ 22,700	\$ 14,625	\$ 70,296	\$ 57,796
TOTAL BUILDING & LICENSES		\$ 307,620	\$ 396,075	\$ 283,795	\$ 376,800	\$ 302,955	\$ 465,207	\$ 452,707

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# PARKS & RECREATION DEPARTMENT



# Parks & Recreation Department

## MISSION

The Parks & Recreation Department is committed to enhancing the quality of life for residents and visitors by providing outstanding sports, recreation and cultural arts facilities, programs and parks that protect the environment, contribute to the economic and social vitality of the community, and foster healthy lifestyles, creativity and cultural diversity.

## PURPOSE

The purpose of the Parks & Recreation Department is to provide health and recreation opportunities through the creation of high quality programs, facilities, and community special events.

## GOALS

- ✚ Provide recreation opportunities through organized programs, facilities and areas.
- ✚ Maintain recreation areas and facilities in the most cost-effective manner possible, while recognizing the community's needs and desires.
- ✚ Implement training, procedures, and resources to enable staff to provide superior services and programming, and effectively, efficiently and safely perform their jobs.

## RESPONSIBILITIES

- Manage a range of recreational services to help enrich the lives of persons living in our community.
- Administer, manage and implement programs to maintain and beautify our parks and recreational facilities.
- Administer, manage and implement recreation programs representing a variety of interests, ages, cultures and abilities.
- Coordinate community wide special events, as well as, civic and cultural programs. Including:
  - ✚ 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 helps improve 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.

# Organizational Chart

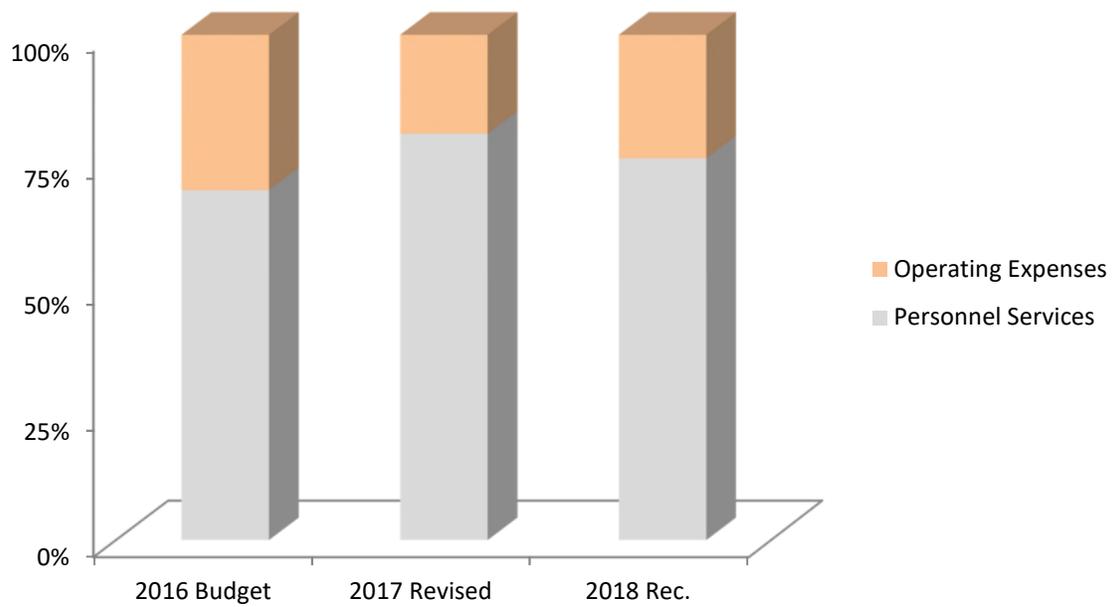


Parks & Recreation Director	1
Asst. Parks & Recreation Director	1
Superintendent	1
Senior Citizens Coordinator	1
Recreation Supervisor	1
Recreation Leader	2
Recreation Leader (P/T)	2
Executive Secretary	1

Note: Vacant positions are highlighted in green

## Financial Summary

Parks & Recreation	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	655,860	412,272	472,147
<b>Operating Expenses</b>	291,260	100,345	152,796
<b>Total</b>	<b>\$947,120</b>	<b>\$512,617</b>	<b>\$624,943</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	72	PARKS & RECREATION						
572110	SALARIES EXECUTIVE	66,537	118,810	127,300	104,200	74,238	120,304	120,304
572120	SALARIES REGULAR	489,112	514,700	360,610	285,310	237,515	202,582	202,582
515130	SALARIES - PART TIME	-	-	-	-	-	41,600	41,600
572140	SALARIES - OVERTIME	41,943	12,500	12,500	6,250	-	-	-
572210	FICA	43,641	49,420	38,285	29,798	23,849	27,883	27,883
572220	RETIREMENT	51,128	47,610	36,300	44,140	23,444	27,435	27,435
572230	LIFE & HEALTH	99,203	121,435	80,865	66,709	53,226	52,343	52,343
PERSONNEL EXPENSES		\$ 791,564	\$ 864,475	\$ 655,860	\$ 536,407	\$ 412,272	\$ 472,147	\$ 472,147
572311	EMPLOYEE PHYSICALS	2,373	500	-	-	-	-	-
572312	OTHER PROFESSIONAL	497	-	-	-	-	-	-
572340	OTHER CONTRACTED SVC	91,364	147,200	155,040	8,500	8,500	13,500	13,500
572414	TELEPHONE - CABLE	-	2,800	-	-	-	-	-
572440	RENTALS & LEASES	22,416	23,720	23,720	23,720	23,720	12,500	12,500
572461	REPAIR & MAIN BUILD	27,325	20,530	18,000	18,000	18,000	18,000	18,000
572462	GROUNDNS MAINTENANC	-	-	15,000	-	-	-	-
572463	POOL MAINTENANCE	-	-	-	-	-	12,000	12,000
572480	PROMOTIONAL ACTIVI	5,063	15,000	-	-	-	-	-
572481	RECREATION PROGRAM	30,811	15,000	15,000	7,500	7,500	7,500	7,500
572485	RECREATIONAL ACTIV	16,676	22,500	22,000	10,000	10,000	10,000	10,000
572486	REC FOOTBALL PROGRAM	10,042	10,000	18,000	10,000	10,000	10,000	10,000
572510	OFFICE SUPPLIES	2,720	2,500	2,500	3,500	2,625	3,000	3,000
572441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
572442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
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	10,000	10,000	10,000	10,000
572553	SUMMER CAMP PROGRAM	-	-	-	5,000	5,000	5,000	5,000
572554	SPORTS OFFICIAL FEES	-	-	-	-	-	6,000	6,000
OPERATING EXPENSES		\$ 304,164	\$ 284,750	\$ 291,260	\$ 101,220	\$ 100,345	\$ 152,796	\$ 152,796
TOTAL PARKS & RECREATION		\$ 1,095,728	\$ 1,149,225	\$ 947,120	\$ 637,627	\$ 512,617	\$ 624,943	\$ 624,943

# POLICE DEPARTMENT



# Police Department

## MISSION

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.

## PURPOSE

The Police Department serves to safeguard the lives and property of the residents and visitors of Opa-locka, to reduce the incidence and fear of crime, and to enhance public safety.

## GOALS

- ✚ 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.
- ✚ Suggested Alarm ordinance revision and implementation strategy to generate additional revenue.
- ✚ Continue Special Master proceedings, especially commercial and industrial properties and occupational license holders having outstanding City debts.
- ✚ 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.
- ✚ Continue Special Master proceedings, especially commercial and industrial properties and occupational license holders having outstanding City debts.
- ✚ 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.
- ✚ 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.
- ✚ Implement a Traffic Unit focusing on traffic enforcement where specific problems are noted.
- ✚ 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.
- ✚ Maintain an attractive, safe, and healthy environment in order to provide a high quality of life for our residents and visitors.
- ✚ To enhance public safety partnerships through community policing; building a safer and more secure environment for the City's residents
- ✚ 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.

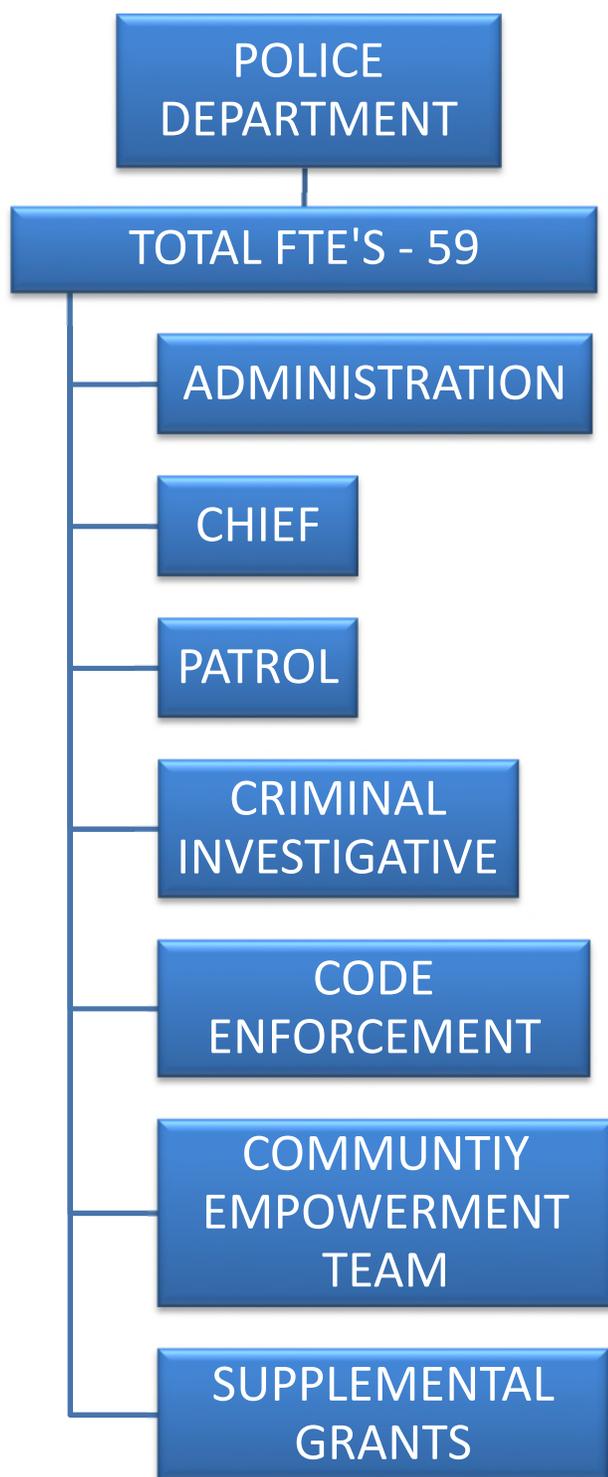
- ✚ Follow due process to ensure revenues invested in prosecuting violators are properly recovered in accordance to City, state and federal laws, and state and respecting the rights of all residents
- ✚ Work closely with the Community Development department to identify illegally zoned business and corrective measures and implement Certificate of Use.

## RESPONSIBILITIES

The Police Department is comprised of four divisions: Office of the Chief, Criminal Investigative Division, Operations (Uniform Patrol) Division, and Administrative Support Services, to include:

- ✚ Traffic Unit - A part of the Administration Division, the Traffic Unit, enforces the traffic laws within the City.
- ✚ Communications Section – They dispatch calls for service to available Uniform Patrol units. 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 Records Clerk must copy all accident files and forward them to Tallahassee on a monthly basis.
- ✚ 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.
- ✚ 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.
- ✚ Vice, Intelligence and Narcotics Unit–(VIN) The unit is responsible for undercover investigations relating, but not limited to, drug sales, prostitution and gambling. They also coordinate with other Federal, State, County and Municipal law enforcement agencies conducting similar investigations.

## Organizational Chart<sup>29</sup>



Police Chief	1
Assistant Police Chief	1
Police Major	1
Police Lieutenant	2
Police Sergeant	3
Police Corporal	6
Police Officer	32
Code Enforcement Manager	1
Code Enforcement Officer	2
Customer Service Rep.	1
Administrative Assistant	1
Detective	2
Crime Analyst	1
Communications Operator	2
Property Specialist	1
Clerk Typist	1
Crossing Guard Supervisor (P/T)	1
Crossing Guard (P/T)	9
Executive Secretary	1

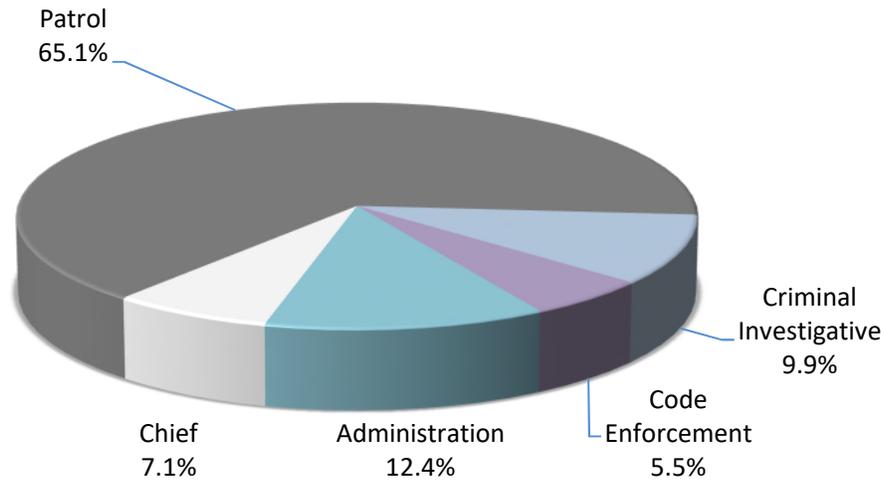
Note: Vacant positions are highlighted in green. (1 – Major, 4 – Officers, 2 – Communications Operator, 4 – Crossing Guard)

<sup>29</sup> The Police Department oversees the Law Enforcement, Police Youth Academy, and Crime Prevention divisions, as well.

## Police Department Summary

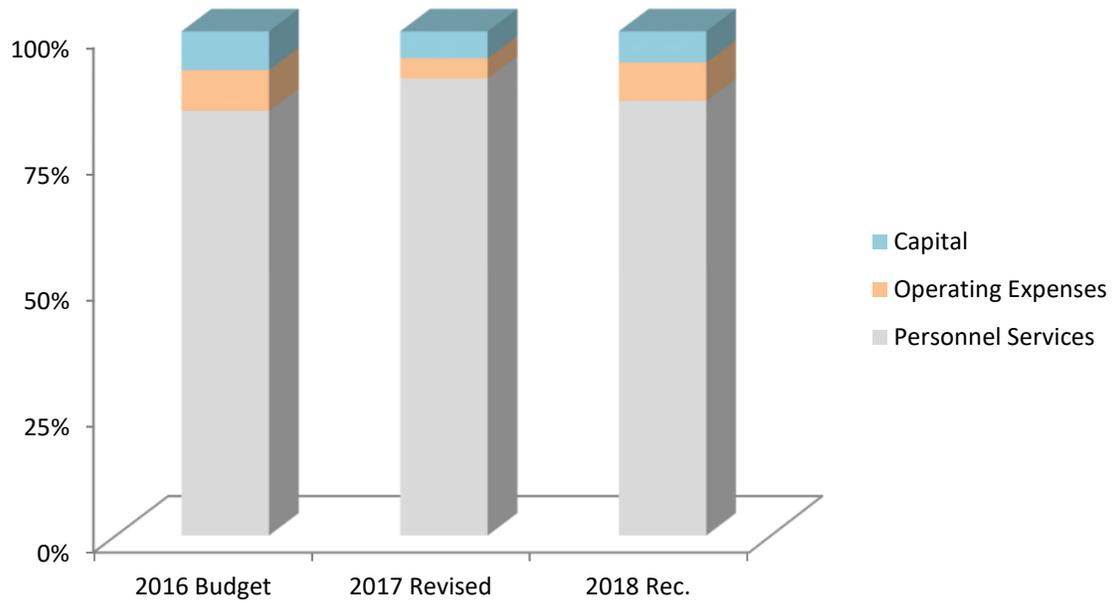
Police Department	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Administration</b>	667,635	747,849	707,372
<b>Chief</b>	400,050	328,362	407,129
<b>Patrol</b>	3,959,095	3,324,517	3,721,306
<b>Criminal Investigative</b>	500,167	308,300	566,037
<b>Code Enforcement</b>	247,418	261,928	317,079
<b>Community Emp. Team</b>	20,000	--	--
<b>Supplemental Grants</b>	97,650	--	--
<b>Total</b>	<b>\$5,892,015</b>	<b>\$4,970,956</b>	<b>\$5,718,923</b>

FY 2018 Police Department



## Financial Summary

Police Department	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	4,959,432	4,505,326	4,928,993
<b>Operating Expenses</b>	477,628	199,130	436,430
<b>Capital</b>	454,955	266,500	353,500
<b>Total</b>	<b>\$5,892,015</b>	<b>\$4,970,956</b>	<b>\$5,718,923</b>

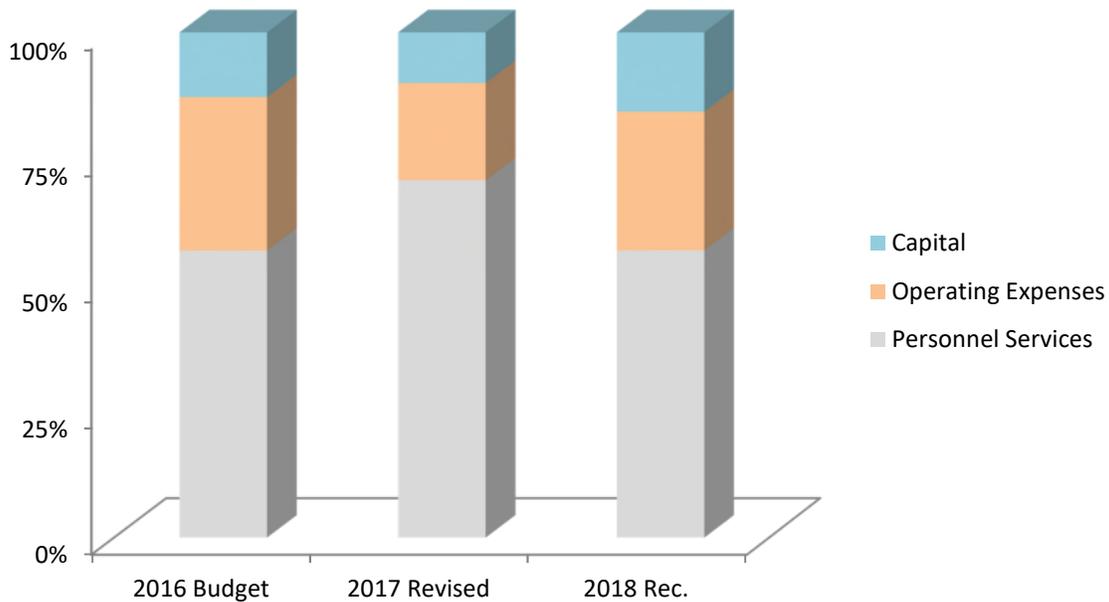


## Administration

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.

## Financial Summary

Administration	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	924,687	591,740	379,335	529,049	402,276
<b>Operating Expenses</b>	244,301	222,400	202,800	143,800	194,096
<b>Capital</b>	79,638	89,500	85,500	75,000	111,000
<b>Total</b>	<b>\$1,248,626</b>	<b>\$903,640</b>	<b>\$667,635</b>	<b>\$747,849</b>	<b>\$707,372</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

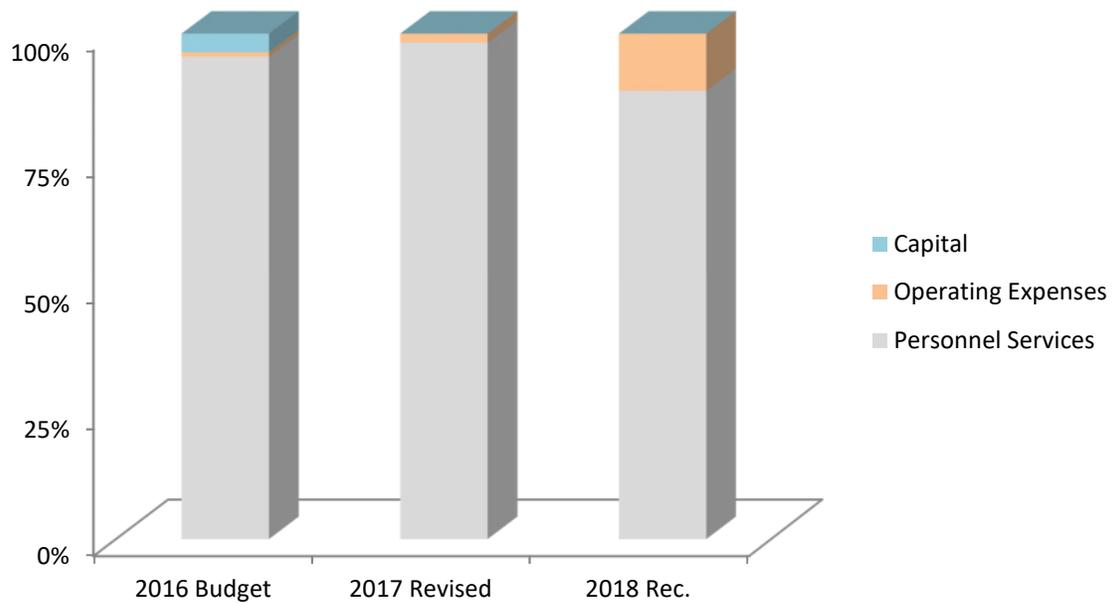
EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 ADOPTED	FY 2017 AMENDED BUDGET	FY 2018 Rec.	FY 2018 AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	36	ADMINISTRATION						
521120	SALARIES REGULAR	648,594	284,815	284,090	213,914	212,414	104,779	104,779
521130	SALARIES PART-TIME	-	134,440	-	219,128	219,128	223,605	223,605
521140	SALARIES - OVERTIME	28,537	40,000	25,000	-	-	-	-
521210	FICA	48,432	35,135	23,650	33,128	33,013	25,121	25,121
521220	RETIREMENT	107,543	31,125	19,970	32,565	32,452	26,008	26,008
521230	LIFE & HEALTH	85,618	66,225	26,625	33,526	32,042	22,763	22,763
521499	CAR ALLOWANCE	5,963	-	-	-	-	-	-
PERSONNEL EXPENSES		<u>\$ 924,687</u>	<u>\$ 591,740</u>	<u>\$ 379,335</u>	<u>\$ 532,261</u>	<u>\$ 529,049</u>	<u>\$ 402,276</u>	<u>\$ 402,276</u>
521311	EMPLOYEE PHYSICALS	32,132	8,000	3,000	3,000	3,000	-	-
521312	OTHER PROFESSIONAL	29,804	13,500	13,500	10,000	10,000	10,000	10,000
521340	OTHER CONTRACTED SVC	4,331	10,000	15,000	5,000	5,000	7,000	7,000
521400	TRAVEL & PER DIEM	720	1,000	1,000	-	-	-	-
521440	RENTALS & LEASES	47,457	39,600	28,500	-	-	-	-
521461	REPAIR & MAIN BUILDING	5,255	15,000	10,000	10,000	10,000	10,000	10,000
521466	REPAIR & MAIN VEHICLE	13,818	15,000	12,000	12,000	12,000	12,000	12,000
521493	GENERAL EXPENSES	19,545	5,000	5,000	5,000	5,000	5,000	5,000
521441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
521442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
521510	OFFICE SUPPLIES	25,751	20,000	20,000	10,000	10,000	10,000	10,000
521520	OPERATING EXPENSES	34,656	20,000	20,000	20,000	20,000	20,000	20,000
521521	CLOTHING & UNIFORM	24,973	10,000	10,000	5,000	5,000	11,000	11,000
521528	SOFTWARE MAINTENAN	-	62,800	62,800	62,800	62,800	62,800	62,800
521540	PUBL/SUBS/MEMBERSHIP	975	500	1,000	-	-	-	-
521541	EDUCATIONAL COSTS	3,928	1,000	-	-	-	-	-
521546	BOOKS	956	1,000	1,000	1,000	1,000	1,000	1,000
OPERATING EXPENSES		<u>\$ 244,301</u>	<u>\$ 222,400</u>	<u>\$ 202,800</u>	<u>\$ 143,800</u>	<u>\$ 143,800</u>	<u>\$ 194,096</u>	<u>\$ 194,096</u>
521642	OFFICE FURN & EQUIP	-	4,000	-	-	-	-	-
521643	COMMUNICATION EQUIP	629	57,500	57,500	-	-	-	-
521644	PUBLIC SAFETY EQUIP	32,529	-	-	-	-	-	-
521646	COMPUTER EQUIPMENT	-	-	-	75,000	75,000	111,000	111,000
521648	AUTO LEASE/PURCHASE	46,480	28,000	28,000	-	-	-	-
CAPITAL OUTLAY		<u>\$ 79,638</u>	<u>\$ 89,500</u>	<u>\$ 85,500</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ 111,000</u>	<u>\$ 111,000</u>
TOTAL POLICE ADMINISTRATION		<u>\$ 1,248,626</u>	<u>\$ 903,640</u>	<u>\$ 667,635</u>	<u>\$ 751,061</u>	<u>\$ 747,849</u>	<u>\$ 707,372</u>	<u>\$ 707,372</u>

# 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 one (1) Executive Secretaries. The Assistant Chief of Police is the liaison with all Emergency Management Operations and Homeland Security.

## Financial Summary

Chief	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	286,063	249,805	381,765	322,462	360,933
<b>Operating Expenses</b>	1,129	8,500	3,500	5,900	46,196
<b>Capital</b>	--	16,800	14,785	--	--
<b>Total</b>	<b>\$287,192</b>	<b>\$275,105</b>	<b>\$400,050</b>	<b>\$328,362</b>	<b>\$407,129</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

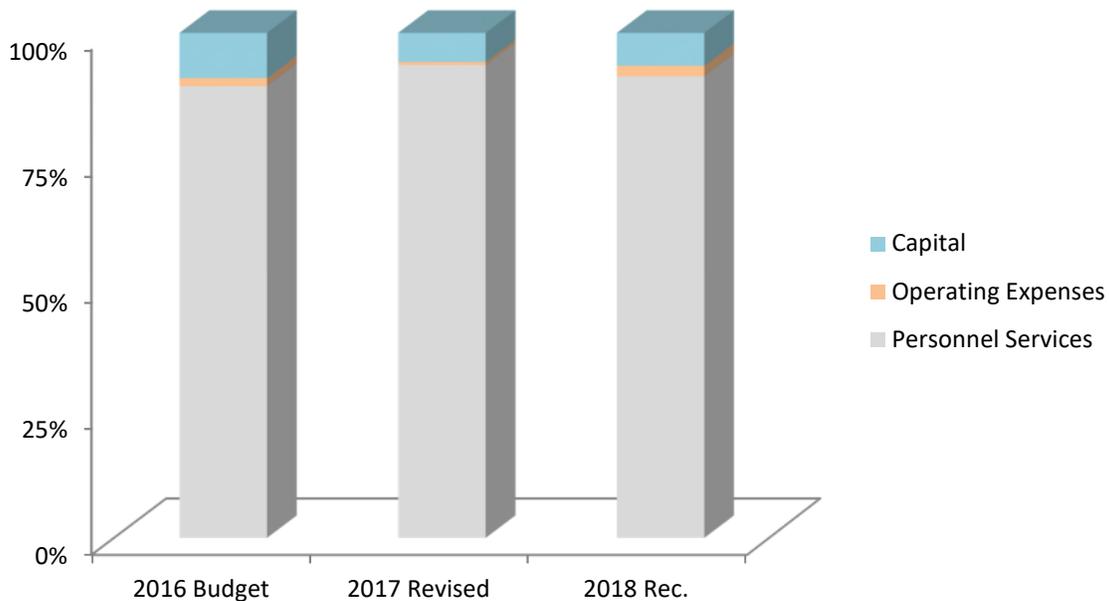
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	26	CHIEF						
521110	SALARIES EXECUTIVE	123,382	106,995	200,990	198,000	198,000	222,000	222,000
521120	SALARIES REGULAR	88,090	88,090	88,090	45,413	44,023	46,340	46,340
521140	SALARIES - OVERTIME	79	-	-	-	-	-	-
521210	FICA	12,044	14,925	22,115	18,621	18,515	20,528	20,528
521220	RETIREMENT	53,294	27,700	50,695	46,520	46,415	55,330	55,330
521230	LIFE & HEALTH	9,174	12,095	19,875	16,251	15,509	16,735	16,735
PERSONNEL EXPENSES		<u>\$ 286,063</u>	<u>\$ 249,805</u>	<u>\$ 381,765</u>	<u>\$ 324,805</u>	<u>\$ 322,462</u>	<u>\$ 360,933</u>	<u>\$ 360,933</u>
521311	EMPLOYEE PHYSICALS	-	150	-	-	-	-	-
521400	TRAVEL & PER DIEM	-	2,500	2,000	-	-	-	-
521493	GENERAL EXPENSES	229	1,000	-	-	-	-	-
521441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
521442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
521510	OFFICE SUPPLIES &	-	1,000	-	-	-	-	-
521521	CLOTHING & UNIFORM	900	3,000	1,500	900	900	900	900
521541	EDUCATIONAL COSTS	-	850	-	5,000	5,000	5,000	-
OPERATING EXPENSES		<u>\$ 1,129</u>	<u>\$ 8,500</u>	<u>\$ 3,500</u>	<u>\$ 5,900</u>	<u>\$ 5,900</u>	<u>\$ 51,196</u>	<u>\$ 46,196</u>
521642	OFFICE FURN & EQUIP	-	2,000	-	-	-	-	-
521648	AUTO LEASE/PURCHASE	-	14,800	14,785	-	-	-	-
CAPITAL OUTLAY		<u>-</u>	<u>16,800</u>	<u>14,785</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL POLICE CHIEF		<u>\$ 287,192</u>	<u>\$ 275,105</u>	<u>\$ 400,050</u>	<u>\$ 330,705</u>	<u>\$ 328,362</u>	<u>\$ 412,129</u>	<u>\$ 407,129</u>

# Patrol

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.

## Financial Summary

Patrol	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	3,874,518	3,673,175	3,542,425	3,112,017	3,401,510
<b>Operating Expenses</b>	34,212	48,000	62,000	21,000	77,296
<b>Capital Outlay</b>	147,612	220,330	354,670	191,500	242,500
<b>Non-Operating</b>	8,147	--	--	--	--
<b>Total</b>	<b>\$4,064,489</b>	<b>\$3,941,505</b>	<b>\$3,959,095</b>	<b>\$3,324,517</b>	<b>\$3,721,306</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

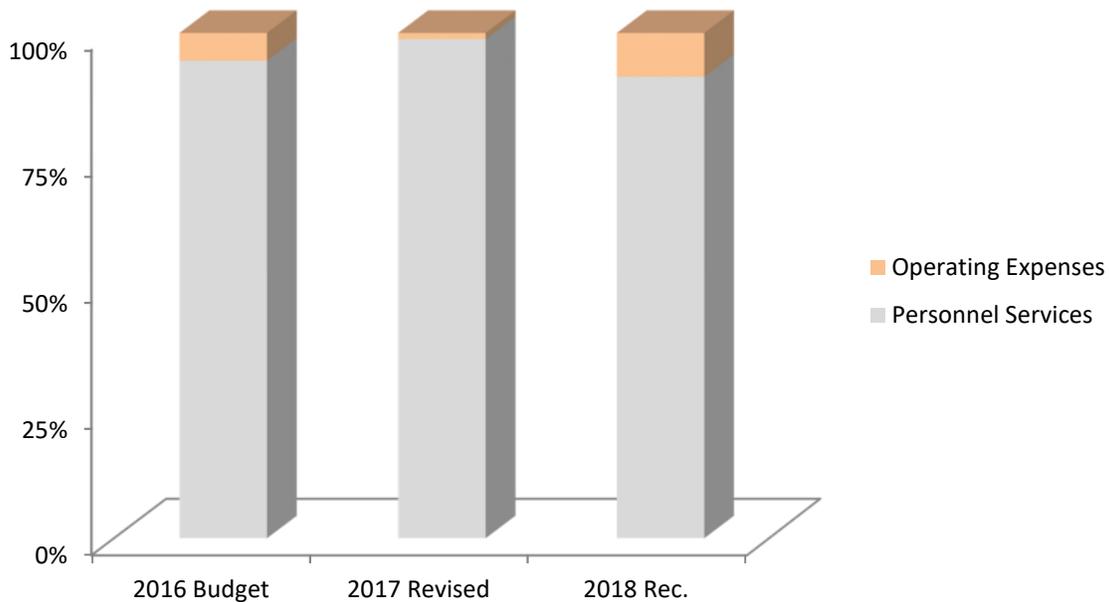
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	22	PATROL						
521120	SALARIES REGULAR	2,560,421	2,483,550	2,332,790	2,065,409	2,045,556	2,260,601	2,260,601
521140	SALARIES - OVERTIME	259,672	150,000	210,000	205,636	170,420	150,000	150,000
521150	LONGITIVITY	-	-	-	10,000	10,000	10,000	10,000
521210	FICA	210,932	201,465	194,525	158,004	156,485	172,936	172,936
521220	RETIREMENT	514,945	521,970	560,430	466,163	461,682	526,042	526,042
521230	LIFE & HEALTH	328,548	316,190	244,680	278,017	267,874	281,931	281,931
	PERSONNEL EXPENSES	<u>\$ 3,874,518</u>	<u>\$ 3,673,175</u>	<u>\$ 3,542,425</u>	<u>\$ 3,183,229</u>	<u>\$ 3,112,017</u>	<u>\$ 3,401,510</u>	<u>\$ 3,401,510</u>
521441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
521442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
521520	OPERATING EXPENSES	-	13,000	10,000	-	-	-	-
521521	CLOTHING & UNIFORM	31,638	35,000	37,000	21,000	21,000	21,000	21,000
521541	EDUCATIONAL COSTS	2,574	-	15,000	-	-	-	11,000
	OPERATING EXPENSES	<u>\$ 34,212</u>	<u>\$ 48,000</u>	<u>\$ 62,000</u>	<u>\$ 21,000</u>	<u>\$ 21,000</u>	<u>\$ 66,296</u>	<u>\$ 77,296</u>
521643	COMMUNICATION EQUIP	838	10,000	7,000	57,500	57,500	57,500	57,500
521645	CANINE UNIT	-	8,000	8,000	10,000	10,000	10,000	10,000
521646	COMPUTER EQUIPMENT	-	25,000	-	-	-	-	-
521648	AUTO LEASE/PURCHASE	129,674	162,030	321,670	124,000	124,000	175,000	175,000
521649	MOTORCYCLE LEASE	17,100	15,300	18,000	-	-	-	-
	CAPITAL OUTLAY	<u>\$ 147,612</u>	<u>\$ 220,330</u>	<u>\$ 354,670</u>	<u>\$ 191,500</u>	<u>\$ 191,500</u>	<u>\$ 242,500</u>	<u>\$ 242,500</u>
533720	INTEREST	8,147	-	-	-	-	-	-
	NON OPERATING	<u>\$ 8,147</u>	<u>\$ -</u>					
	TOTAL POLICE PATROL	<u>\$ 4,064,489</u>	<u>\$ 3,941,505</u>	<u>\$ 3,959,095</u>	<u>\$ 3,395,729</u>	<u>\$ 3,324,517</u>	<u>\$ 3,710,306</u>	<u>\$ 3,721,306</u>

## Criminal Investigative

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 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.

### Financial Summary

Criminal Investigative	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	492,884	501,935	472,707	304,550	516,991
<b>Operating Expenses</b>	2,844	18,000	27,460	3,750	49,046
<b>Total</b>	<b>\$495,728</b>	<b>\$519,935</b>	<b>\$500,167</b>	<b>\$308,300</b>	<b>\$566,037</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

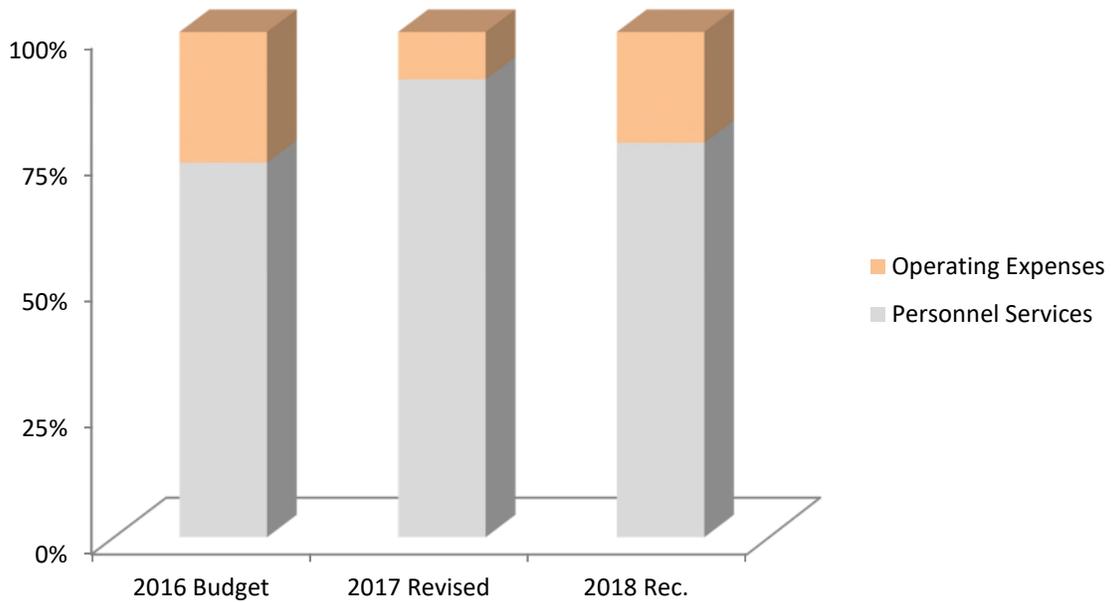
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	20	CRIMINAL INVESTIGATIVE						
521120	SALARIES REGULAR	387,227	356,845	332,862	215,047	213,794	351,727	351,727
521140	SALARIES - OVERTIME	71,495	5,000	5,000	5,000	5,000	20,000	20,000
521150	LONGEVITY	-	-	-	2,000	2,000	2,000	2,000
521210	FICA	34,162	27,300	25,465	16,451	16,355	26,907	26,907
521220	RETIREMENT	-	63,735	69,675	42,378	42,283	74,202	74,202
521230	LIFE & HEALTH INSU	-	49,055	39,705	26,108	25,118	42,155	42,155
PERSONNEL EXPENSES		\$ 492,884	\$ 501,935	\$ 472,707	\$ 306,984	\$ 304,550	\$ 516,991	\$ 516,991
521440	RENTALS & LEASES	-	4,000	20,960	-	-	-	-
521441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
521442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
521520	OPERATING EXPENSES	134	-	1,500	1,500	1,500	-	-
521521	CLOTHING & UNIFORM	2,710	11,000	5,000	2,250	2,250	2,250	2,250
521541	EDUCATIONAL COSTS	-	2,000	-	-	-	-	-
521546	BOOKS	-	1,000	-	-	-	-	-
521547	SPECIAL SUPPLIES	-	-	-	-	-	1,500	1,500
OPERATING EXPENSES		\$ 2,844	\$ 18,000	\$ 27,460	\$ 3,750	\$ 3,750	\$ 49,046	\$ 49,046
TOTAL CRIMINAL INVESTIGATIVE		\$ 495,728	\$ 519,935	\$ 500,167	\$ 310,734	\$ 308,300	\$ 566,037	\$ 566,037

## 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.

## Financial Summary

Code Enforcement	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	302,322	234,335	183,200	237,248	247,283
<b>Operating Expenses</b>	49,162	32,500	64,218	24,680	69,796
<b>Total</b>	<b>\$351,484</b>	<b>\$266,835</b>	<b>\$247,418</b>	<b>\$261,928</b>	<b>\$317,079</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

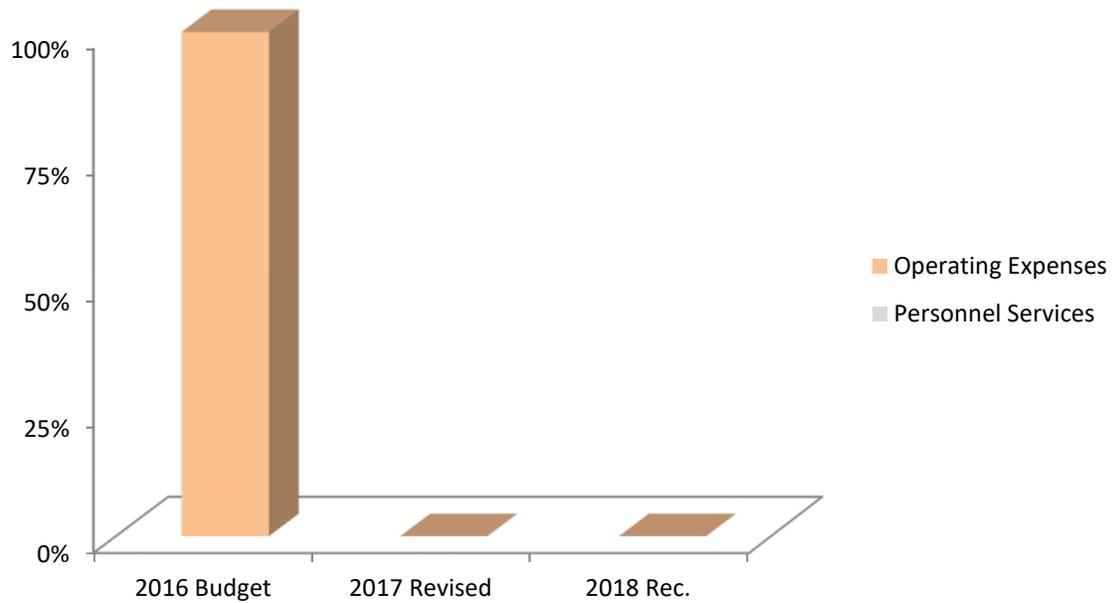
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	23	CODE ENFORCEMENT						
521110	SALARIES EXECUTIVE	-	52,500	-	46,060	44,650	47,000	47,000
521120	SALARIES REGULAR	217,983	121,595	139,840	139,936	137,463	142,792	142,792
521140	SALARIES - OVERTIME	1,444	3,500	-	-	-	-	-
521210	FICA	16,454	13,585	10,965	14,229	13,932	14,519	14,519
521220	RETIREMENT	18,516	13,090	10,410	13,987	13,695	13,811	13,811
521230	LIFE & HEALTH	47,925	30,065	21,985	28,745	27,508	29,161	29,161
PERSONNEL EXPENSES		\$ 302,322	\$ 234,335	\$ 183,200	\$ 242,957	\$ 237,248	\$ 247,283	\$ 247,283
521311	EMPLOYEE PHYSICALS	153	-	-	180	180	-	-
521312	OTHER PROFESSIONAL	13,128	10,000	5,000	-	-	500	500
521340	OTHER CONTRACTED SVC	-	-	34,018	-	-	-	-
521420	POSTAGE	8,057	9,000	10,000	13,000	13,000	13,000	13,000
521493	GENERAL EXPENSES	6,423	1,000	200	-	-	-	-
521441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
521442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
521510	OFFICE SUPPLIES	9,511	1,500	1,500	-	-	2,000	2,000
521511	LIEN RECORDING CHARGE	-	5,000	8,500	8,000	8,000	8,000	8,000
521520	OPERATING EXPENSES	9,025	2,500	2,500	2,500	2,500	-	-
521521	CLOTHING & UNIFORM	2,865	3,500	2,500	1,000	1,000	1,000	1,000
OPERATING EXPENSES		\$ 49,162	\$ 32,500	\$ 64,218	\$ 24,680	\$ 24,680	\$ 69,796	\$ 69,796
TOTAL CODE ENFORCEMENT		\$ 351,484	\$ 266,835	\$ 247,418	\$ 267,637	\$ 261,928	\$ 317,079	\$ 317,079

## Community Empowerment Team

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 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.

### Financial Summary

Community Empowerment Team	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	135,906	117,095	--	--	--
<b>Operating Expenses</b>	374	1,600	20,000	--	--
<b>Total</b>	<b>\$136,280</b>	<b>\$118,695</b>	<b>\$20,000</b>	<b>\$--</b>	<b>\$--</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

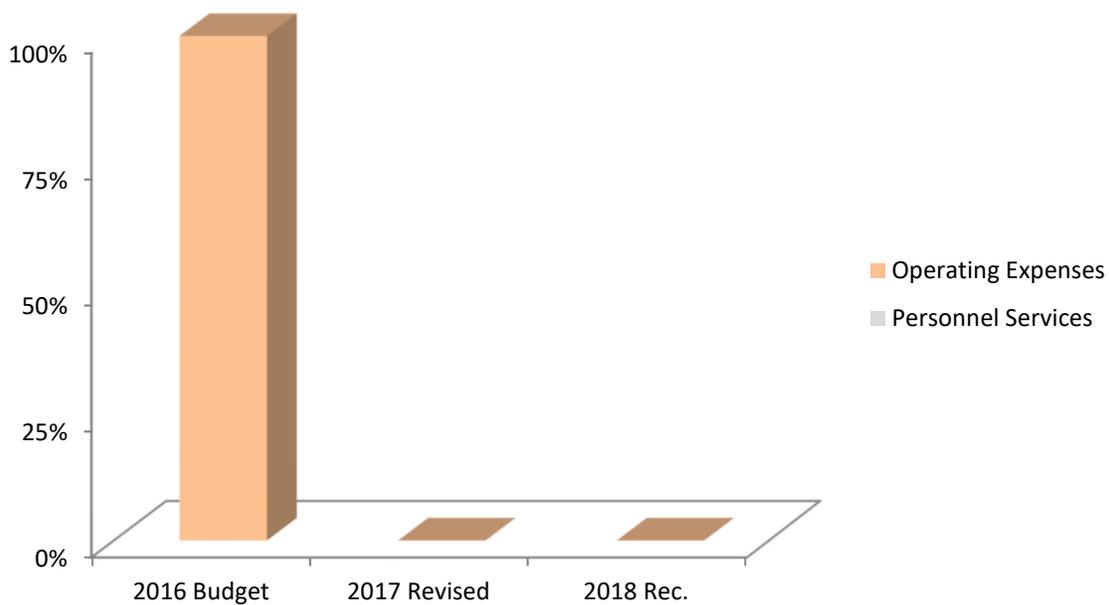
EXPENDITURES BY LINE ITEM				FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
				AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED	Rec.	AMENDED
								BUDGET		BUDGET
FUND	001	GENERAL FUND								
DIV	27	COMMUNITY EMPOWERMENT TEAM								
521120	SALARIES REGULAR	109,016	92,290	-	-	-	-	-	-	-
521140	SALARIES - 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	20,800	-	-	-	-	-
OPERATING EXPENSES				\$ 374	\$ 1,600	\$ 20,000	\$ 20,800	\$ -	\$ -	\$ -
TOTAL COMMUNITY EMPOWER TEAM				\$ 136,280	\$ 118,695	\$ 20,000	\$ 20,800	\$ -	\$ -	\$ -

## Supplemental Grants

The division accounts for law enforcement expenses related to grants received from the Department of Justice. The Edward Byrne Memorial Justice grants are entitlement grants awarded according to population and crime statistics. Byrne JAG funds support all components of the criminal justice system from gang task force to domestic violence programs to justice information sharing initiatives.

### Financial Summary

Supplemental Grants	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Operating Expenses</b>	42,277	32,645	97,650	--	--
<b>Total</b>	<b>42,277</b>	<b>\$32,645</b>	<b>\$97,650</b>	<b>\$0</b>	<b>\$0</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DEPT	211	POLICE						
DIV	29	SUPPLEMENTAL GRANTS						
529832	BYRNE GRANT	42,277	32,645	97,650	-	-	-	-
	TOTAL POLICE GRANTS	\$ 42,277	\$ 32,645	\$ 97,650	\$ -	\$ -	\$ -	\$ -

# PUBLIC WORKS DEPARTMENT



# Public Works Department

## MISSION

Public Works Department provides essential services to the citizens of Opa-locka in a prompt, courteous, safe, efficient, and cost-effective manner. Public Works, through its dedicated employees, strives to plan, design, build, maintain, and operate public infrastructure in a manner that respects the environment and the ability of government to adequately preserve these assets for succeeding generations.

## PURPOSE

To construct, protect, and maintain, within the authority provided by the City Code of Ordinances, the physical structures and facilities that have been determined necessary for public purposes and to provide services to the public to facilitate the achievement of common social, economic, and environmental desires.

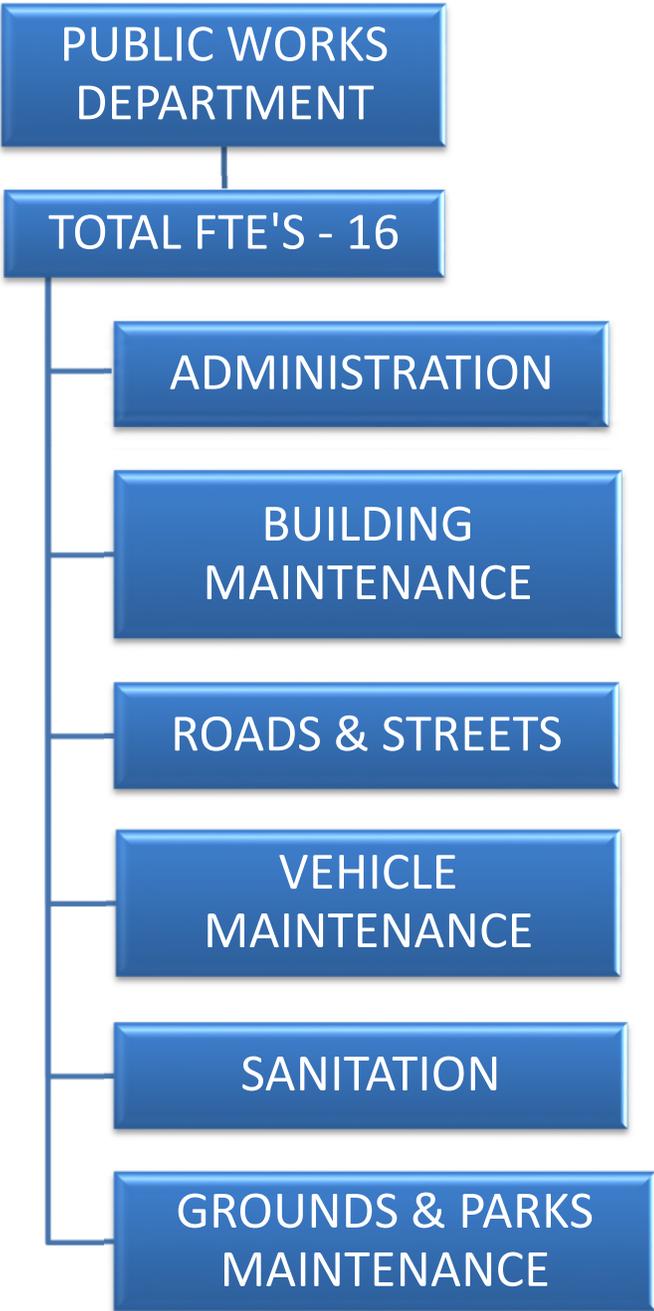
## GOALS

- ✚ To face each task with pride in being an essential member of an organization dedicated to service.
- ✚ To constantly seek ways to improve the level and quality of service.
- ✚ To continuously strive for self-improvement through training opportunities and communication with others.
- ✚ To view each encounter with the public as an opportunity to demonstrate the purpose of the department in a positive manner.

## RESPONSIBILITIES

Provide efficient construction and maintenance of public infrastructure through nine divisions. The department provides planning, supervision, and management of four divisions: Administration, Building Maintenance, Roads & Streets, and Vehicle Maintenance. The department also supervises the City's utilities including solid waste contract and water and sewer system.

# Organizational Chart<sup>30</sup>



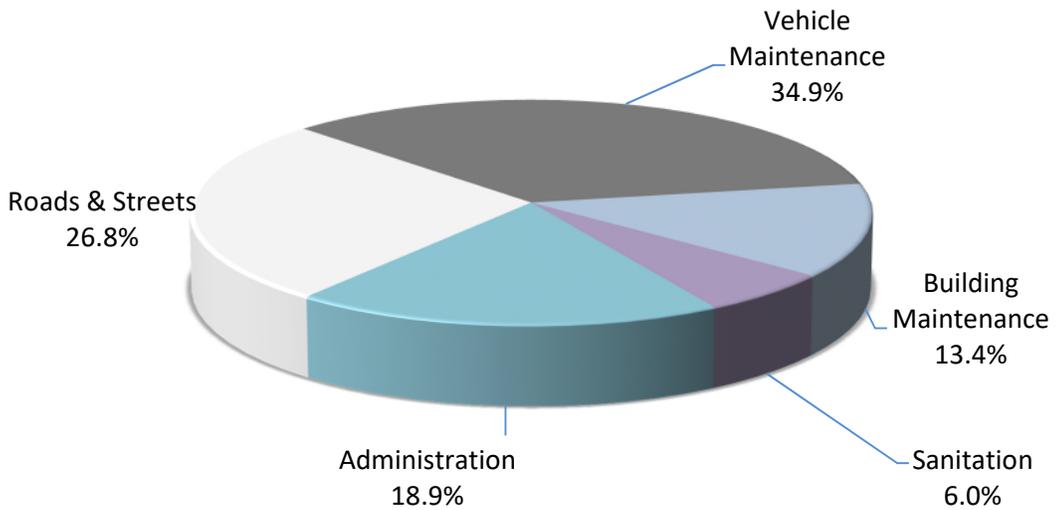
Public Works Director	.5
City Engineer	.5
Maintenance Supervisor	1
Maintenance Worker	5
Urban Rangers	4
Code Enforcement Lead Worker	1
Auto Mechanic	2
Electrician	1
Executive Secretary	1

<sup>30</sup> The Sanitation and Grounds & Parks Maintenance divisions are being created to improve specific service levels in FY 2018. Currently, employees being assigned to maintain City parks and grounds are budgeted elsewhere.

## Public Works Department Summary

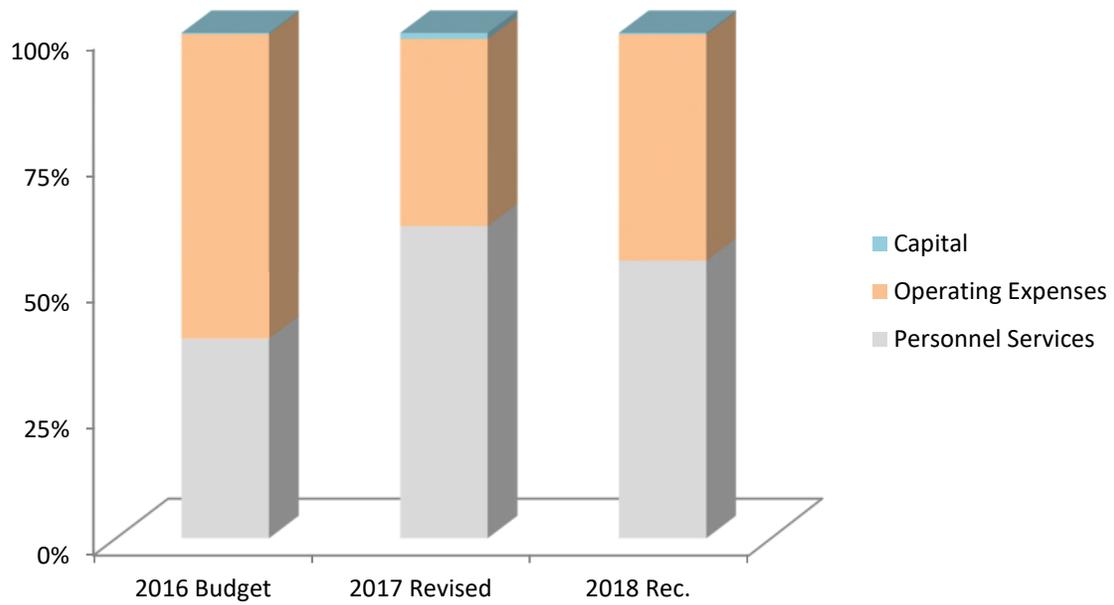
Public Works Department	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Administration	242,025	309,148	250,758
Building Maintenance	164,975	74,298	177,209
Roads & Streets	391,675	375,263	354,995
Vehicle Maintenance	793,870	385,366	461,859
Sanitation	--	--	80,000
<b>Total</b>	<b>\$1,592,545</b>	<b>\$1,144,075</b>	<b>\$1,324,821</b>

FY 2018 Public Works Department



## Financial Summary

Public Works Department	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	626,195	704,850	725,451
<b>Operating Expenses</b>	962,600	425,475	595,620
<b>Capital</b>	3,750	13,750	3,750
<b>Total</b>	<b>\$1,592,545</b>	<b>\$1,144,075</b>	<b>\$1,324,821</b>

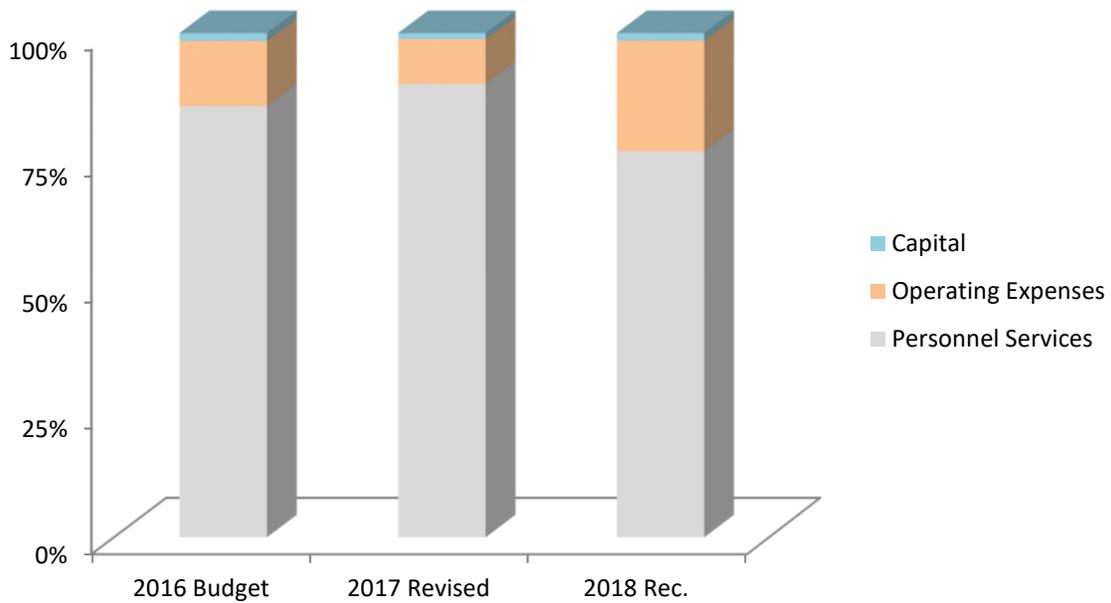


## Administration

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.

### Financial Summary

Administration	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	339,149	245,655	206,975	277,923	191,837
<b>Operating Expenses</b>	168,718	156,540	31,300	27,475	55,171
<b>Capital</b>	5,929	3,750	3,750	3,750	3,750
<b>Non-Operating</b>	1,051	--	--	--	--
<b>Total</b>	<b>\$514,847</b>	<b>\$405,945</b>	<b>\$242,025</b>	<b>\$309,148</b>	<b>\$250,758</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

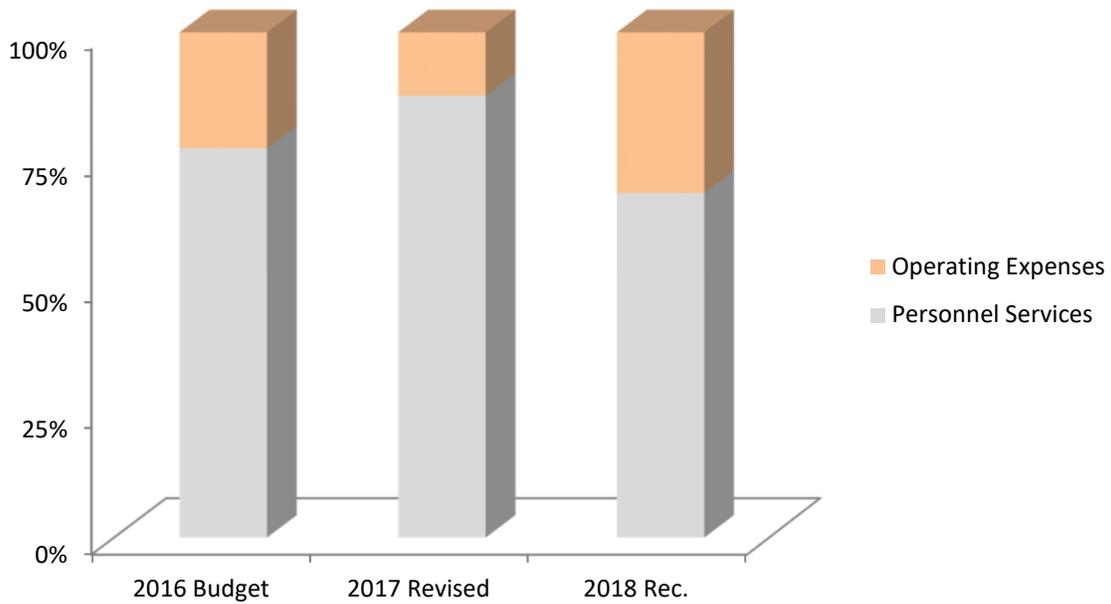
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018	
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET	
FUND	001	GENERAL FUND							
DIV	32	ADMINISTRATION							
541110	SALARIES-EXECUTIVE	\$ 112,785	\$ 94,995	\$ 68,495	\$ 166,500	166,500	94,500	94,500	
541120	SALARIES-REGULAR	171,159	99,260	99,260	52,917	52,917	55,702	55,702	
541140	SALARIES - OVERTIME	7,981	-	-	-	-	-	-	
541210	FICA	20,698	14,860	12,835	16,785	16,785	11,491	11,491	
541220	RETIREMENT	14,673	14,320	12,180	40,226	16,500	19,217	19,217	
541230	LIFE AND HEALTH	11,853	22,220	14,205	26,211	25,221	10,927	10,927	
	PERSONNEL EXPENSES	<u>\$ 339,149</u>	<u>\$ 245,655</u>	<u>\$ 206,975</u>	<u>\$ 302,639</u>	<u>\$ 277,923</u>	<u>\$ 191,837</u>	<u>\$ 191,837</u>	
541340	OTHER CONTRACTED SVC	150,909	142,460	20,800	20,800	17,600	-	-	
541420	POSTAGE	2,693	200	500	500	500	500	500	
541440	RENTALS & LEASES	12,972	6,000	6,500	6,500	6,500	6,500	6,500	
541461	REPAIR - BUILDING	594	3,880	-	-	-	-	-	
541441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402	
541442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894	
541510	OFFICE SUPPLIES	345	2,500	2,500	2,500	1,875	1,875	1,875	
541520	OPERATING EXPENSE	1,205	1,500	1,000	1,000	1,000	1,000	1,000	
	OPERATING EXPENSES	<u>\$ 168,718</u>	<u>\$ 156,540</u>	<u>\$ 31,300</u>	<u>\$ 31,300</u>	<u>\$ 27,475</u>	<u>\$ 55,171</u>	<u>\$ 55,171</u>	
541648	AUTOMOTIVE CAP LEASE	5,929	3,750	3,750	3,750	3,750	3,750	3,750	
	CAPITAL OUTLAY	<u>\$ 5,929</u>	<u>\$ 3,750</u>						
XXXXXXX	INTEREST	1,051	-	-	-	-	-	-	
	NON OPERATING	<u>\$ 1,051</u>	<u>\$ -</u>						
	TOTAL ADMINISTRATION	<u>\$ 514,847</u>	<u>\$ 405,945</u>	<u>\$ 242,025</u>	<u>\$ 337,689</u>	<u>\$ 309,148</u>	<u>\$ 250,758</u>	<u>\$ 250,758</u>	

# Building Maintenance

The Building Maintenance Division maintains all city buildings, parks and recreation centers in a neat, clean and safe manner. Moreover, the division is tasked with overseeing all building mandated inspections; such as fire sprinkler system, fire alarm system, and elevators.

## Financial Summary

Administration	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	262,915	186,685	127,175	64,998	120,952
<b>Operating Expenses</b>	68,525	45,300	37,800	9,300	56,257
<b>Total</b>	<b>\$331,440</b>	<b>\$231,985</b>	<b>\$164,975</b>	<b>\$74,298</b>	<b>\$177,209</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

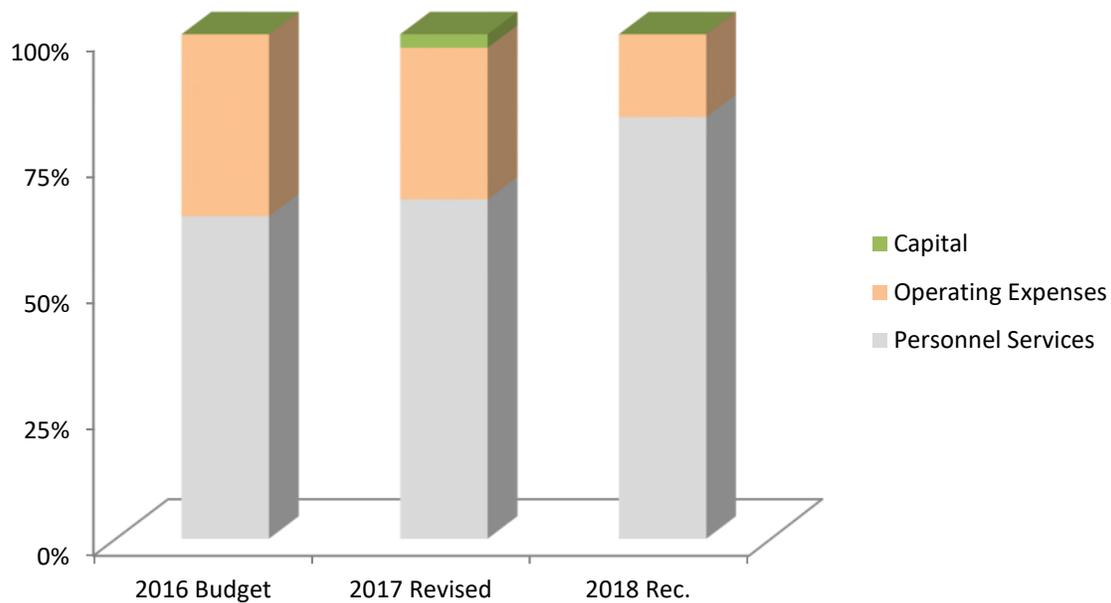
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	39	BUILDING MAINTENANCE						
541120	SALARIES-REGULAR	142,811	136,095	93,515	47,719	47,719	88,726	88,726
541140	SALARIES - OVERTIME	10,461	5,000	5,000	-	-	-	-
541210	FICA	11,174	10,795	7,540	3,650	3,650	6,788	6,788
541220	RETIREMENT	22,661	10,400	7,155	3,588	3,588	7,027	7,027
541230	LIFE AND HEALTH	75,808	24,395	13,965	10,536	10,041	18,411	18,411
	PERSONNEL EXPENSES	<u>\$ 262,915</u>	<u>\$ 186,685</u>	<u>\$ 127,175</u>	<u>\$ 65,493</u>	<u>\$ 64,998</u>	<u>\$ 120,952</u>	<u>\$ 120,952</u>
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	4,000	4,000
541440	RENTALS & LEASES	408	-	-	-	-	-	-
541461	REPAIR & MAIN BUILD	346	-	-	-	-	6,961	6,961
541493	GENERAL EXPENSES	7,042	1,000	3,000	1,000	1,000	-	-
541441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
541442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
541520	OPERATING EXPENSE	47,530	35,000	30,000	30,000	3,500	-	-
	OPERATING EXPENSES	<u>\$ 68,525</u>	<u>\$ 45,300</u>	<u>\$ 37,800</u>	<u>\$ 35,800</u>	<u>\$ 9,300</u>	<u>\$ 56,257</u>	<u>\$ 56,257</u>
	TOTAL BULDING MAINTENANCE	<u>\$ 331,440</u>	<u>\$ 231,985</u>	<u>\$ 164,975</u>	<u>\$ 101,293</u>	<u>\$ 74,298</u>	<u>\$ 177,209</u>	<u>\$ 177,209</u>

## Roads & Streets

The Streets Division responsibilities include repairing streets and driveways damaged by utility repairs, resurfacing streets, cleaning storm drains and maintaining swales to insure proper drainage and prevent area flooding, construct and repair cracked and damaged sidewalks and repair potholes.

### Financial Summary

<b>Administration</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Budget</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>
<b>Personnel Services</b>	426,182	365,175	250,175	252,163	296,699
<b>Operating Expenses</b>	191,802	135,000	141,500	113,100	58,296
<b>Capital Outlay</b>	2,936	20,000	--	10,000	--
<b>Total</b>	<b>\$620,920</b>	<b>\$520,175</b>	<b>\$391,675</b>	<b>\$375,263</b>	<b>\$354,995</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

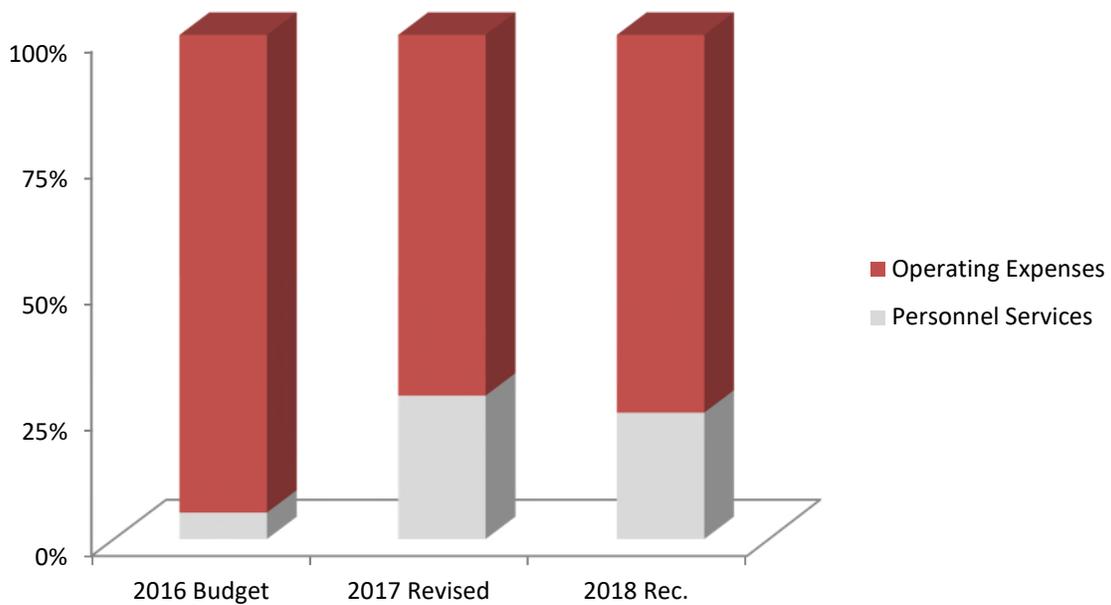
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	41	ROADS & STREETS						
541120	SALARIES-REGULAR	330,257	272,315	184,810	191,976	190,728	226,902	226,902
541140	SALARIES - OVERTIME	32,859	5,000	5,000	-	-	-	-
541210	FICA	27,097	21,215	14,520	14,686	14,591	17,358	17,358
541220	RETIREMENT	10,649	20,435	13,780	14,437	14,343	17,971	17,971
541230	LIFE AND HEALTH	25,320	46,210	32,065	33,985	32,501	34,468	34,468
	PERSONNEL EXPENSES	\$ 426,182	\$ 365,175	\$ 250,175	\$ 255,084	\$ 252,163	\$ 296,699	\$ 296,699
541311	EMPLOYEE PHYSICALS	-	-	-	100	100	-	-
541340	OTHER CONTRACTED S	97,389	65,000	62,000	53,000	53,000	-	-
541341	UNIFORM RENTAL/LAUND	4,236	4,500	3,000	3,000	3,000	3,000	3,000
541440	RENTALS & LEASES	200	-	-	-	-	-	-
541467	REPAIRS - MACH & EQUIP	7,048	9,000	5,000	5,000	5,000	5,000	5,000
541493	GENERAL EXPENSES	7,189	5,000	3,500	3,500	3,500	-	-
541441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
541442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
541520	OPERATING EXPENSE	63,056	43,500	63,000	43,500	43,500	-	-
541530	ROAD MATERIALS & SUPPLIES	12,684	8,000	5,000	5,000	5,000	48,500	5,000
	OPERATING EXPENSES	\$ 191,802	\$ 135,000	\$ 141,500	\$ 113,100	\$ 113,100	\$ 101,796	\$ 58,296
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	\$ 378,184	\$ 375,263	\$ 398,495	\$ 354,995

## 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.

### Financial Summary

Administration	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	271,659	316,730	41,870	109,766	115,963
<b>Operating Expenses</b>	696,351	535,500	752,000	275,600	345,896
<b>Total</b>	<b>\$968,010</b>	<b>\$852,230</b>	<b>\$793,870</b>	<b>\$385,366</b>	<b>\$461,859</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

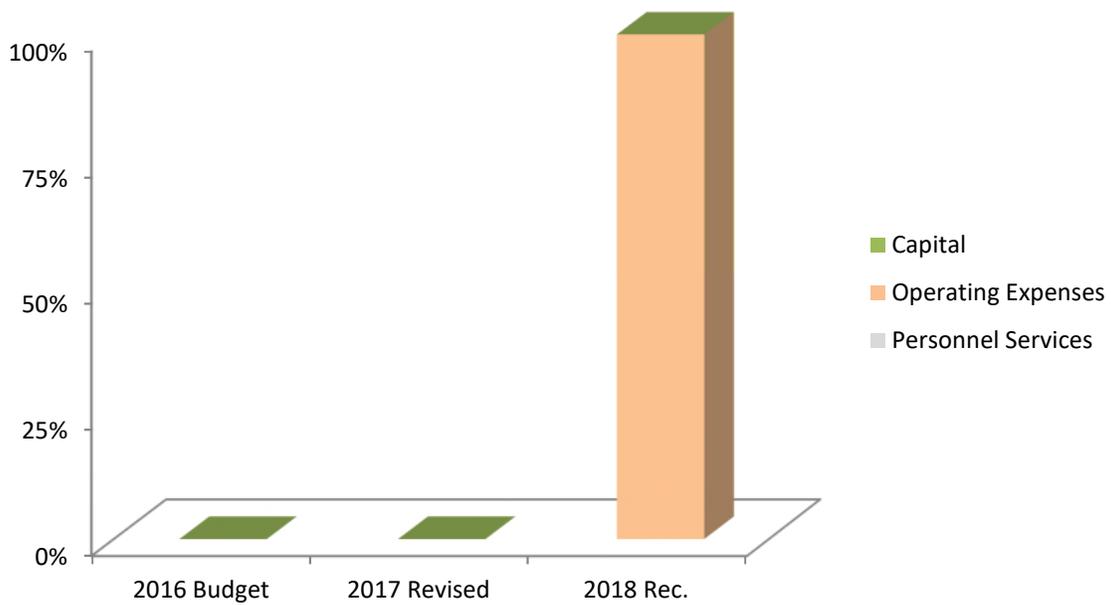
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	49	VEHICLE MAINTENANCE						
541120	SALARIES-REGULAR	214,055	243,050	20,255	118,662	86,529	91,083	91,083
541210	FICA	16,110	18,595	1,550	9,078	6,620	6,968	6,968
541220	RETIREMENT	14,821	17,915	17,245	8,923	6,507	7,214	7,214
541230	LIFE AND HEALTH	26,673	37,170	2,820	14,163	10,110	10,698	10,698
PERSONNEL EXPENSES		\$ 271,659	\$ 316,730	\$ 41,870	\$ 150,826	\$ 109,766	\$ 115,963	\$ 115,963
541340	OTHER CONTRACTED SVC	-	-	250,000	125,000	125,000	75,000	75,000
541341	UNIFORM RENTAL	9,835	7,500	3,000	600	600	600	600
541450	GAS, OIL, GREASE	439,359	328,000	300,000	200,000	150,000	140,000	140,000
541441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
541442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
541520	OPERATING EXPENSE	247,157	200,000	199,000	100,000	-	5,000	5,000
541541	EDUCATION	-	-	-	5,000	-	-	-
541542	PARTS & REPAIRS	-	-	-	-	-	50,000	50,000
541543	TIRES & WHEELS	-	-	-	-	-	30,000	30,000
OPERATING EXEPNESES		\$ 696,351	\$ 535,500	\$ 752,000	\$ 430,600	\$ 275,600	\$ 345,896	\$ 345,896
541640	MACHINERY & EQUIP	-	-	-	20,000	-	-	-
CAPITAL OUTLAY		\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
TOTAL VEHICLE MAINTENANCE		\$ 968,010	\$ 852,230	\$ 793,870	\$ 601,426	\$ 385,366	\$ 461,859	\$ 461,859

# Sanitation

The Sanitation Division's core function is to fund the disposal costs for the removal of all unidentified illegal dumping throughout the City.

## Financial Summary

Sanitation	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	--	--	--	--	--
<b>Operating Expenses</b>	--	--	--	--	80,000
<b>Capital Outlay</b>	--	--	--	--	--
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$80,000</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	50	SANITATION						
534120	SALARIES - REGULAR	-	-	-	-	-	-	-
534140	SALARIES - OVERTIME	-	-	-	-	-	-	-
534210	FICA	-	-	-	-	-	-	-
534220	RETIREMENT	-	-	-	-	-	-	-
534230	LIFE AND HEALTH	-	-	-	-	-	-	-
	PERSONNEL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
534312	OTHER PROFESSIONAL	-	-	-	-	-	-	-
534340	OTHR CONTR SVCS	-	-	-	-	-	-	-
534391	REIMBURSEMENT - AD	-	-	-	-	-	-	-
534431	SOLID WASTE DISPOSAL	-	-	-	-	-	80,000	80,000
534451	INSURANCE	-	-	-	-	-	-	-
534442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	-	-
534450	GAS, OIL, GREASE	-	-	-	-	-	-	-
534592	CURBSIDE RECYCLING	-	-	-	-	-	-	-
	OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
534915	RETAINED EARNINGS	-	-	-	-	-	-	-
534916	RESERVE SICK/ANNUA	-	-	-	-	-	-	-
XXXXXX	OBLIGATION TO COUNTY	-	-	-	-	-	-	-
534992	WORKING CAPITAL RESERVE	-	-	-	-	-	-	-
	NON-OPERATING EXP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL SANITATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000

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# INFORMATION TECHNOLOGY DEPARTMENT



# Information Technology Department

## MISSION

The Information Technologies Department's mission is to provide reliable and innovative solutions to City departments. Research, implement and manage new technologies to provide the highest quality technical support and services that are critical in meeting the needs of City staff and the citizens.

## PURPOSE

To provide an environment that integrates people, processes and technology to increase the efficiency and effectiveness of City services.

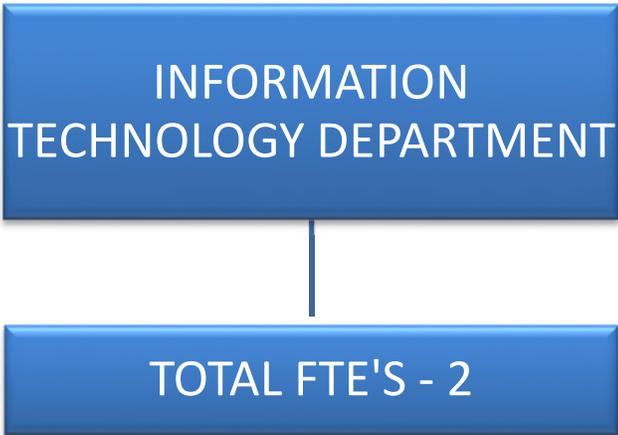
## GOALS

- Provide effective technology support for computer and communication services.
- Develop and maintain highly effective, reliable, secure and innovative information systems.
- Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.
- Provide leadership for effective strategic and tactical planning in the use of technology.
- Provide fast and reliable access to all information systems.

## RESPONSIBILITIES

- Wired and wireless telecommunications and network infrastructure.
- Citywide and departmental business systems/applications.
- Records and information management across our municipality.
- Planning, designing and supporting information/technology strategic direction.
- Provide technology assistance.

# Organizational Chart



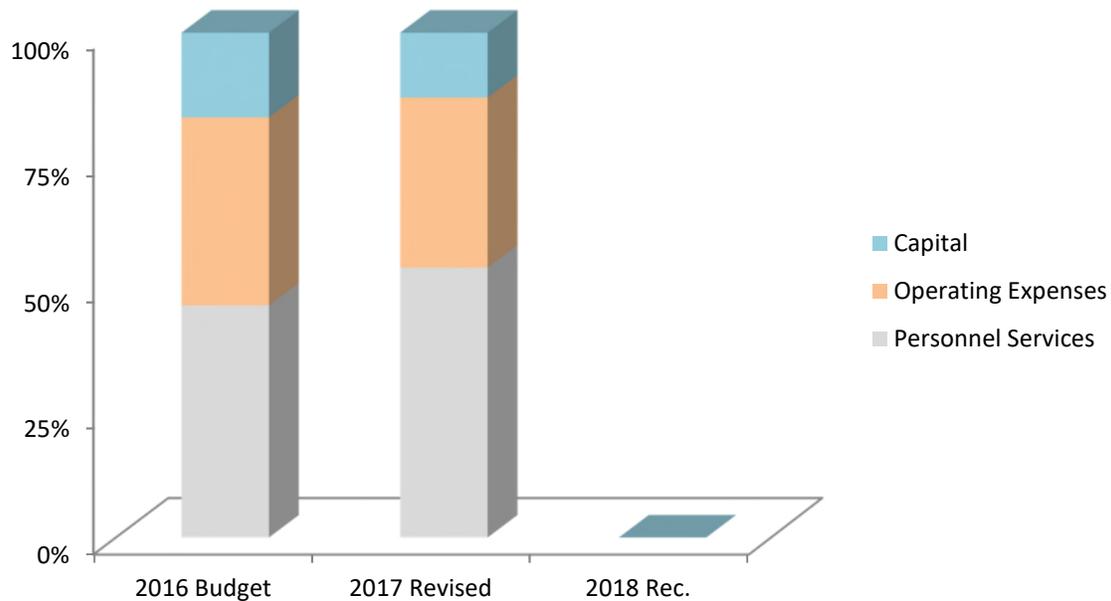
Information Technologies Director	1
Information Technologies Specialist	1

## Information Technology

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.

### Financial Summary<sup>31</sup>

Information Technology Department	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	184,527	169,000	129,590	163,262	--
<b>Operating Expenses</b>	92,794	98,750	105,000	102,695	--
<b>Capital Outlay</b>	24,798	34,200	47,260	39,260	--
<b>Working Capital Reserve</b>	--	--	--	--	--
<b>Total</b>	<b>\$302,119</b>	<b>\$301,950</b>	<b>\$281,850</b>	<b>\$305,217</b>	<b>\$0</b>



<sup>31</sup> Information Technology expenditures are captured in the Information Technology Internal Service Fund beginning in FY 2018.

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 ADOPTED	FY 2017 AMENDED BUDGET	FY 2018 Rec.	FY 2018 AMENDED BUDGET
FUND	001	GENERAL FUND						
DIV	14	INFORMATION TECHNOLOGY						
512110	SALARIES EXECUTIVE	64,165	62,775	62,775	76,500	76,500	-	-
512120	SALARIES REGULAR	73,942	62,400	35,000	52,250	52,250	-	-
512140	SALARIES - OVERTIME	5,024	3,000	3,000	-	-	-	-
512210	FICA	10,433	9,805	7,710	9,849	9,849	-	-
512220	RETIREMENT	6,915	9,245	7,115	20,583	9,682	-	-
512230	LIFE & HEALTH	24,048	21,775	13,990	15,475	14,981	-	-
	PERSONNEL EXPENSES	\$ 184,527	\$ 169,000	\$ 129,590	\$ 174,657	\$ 163,262	\$ -	\$ -
512311	EMPLOYEE PHYSICALS	59	-	-	120	120	-	-
512411	TELEPHONE	-	-	-	-	-	-	-
512413	TELEPHONE - INTERNET	-	-	-	-	-	-	-
512510	OFFICE SUPPLIES	2,343	3,000	-	100	75	-	-
512520	OPERATING EXPENSES	12,696	18,500	10,000	7,500	7,500	-	-
512528	SOFTWARE LICENSING	77,696	77,250	95,000	95,000	95,000	-	-
	OPERATING EXPENSES	\$ 92,794	\$ 98,750	\$ 105,000	\$ 102,720	\$ 102,695	\$ -	\$ -
512646	COMPUTER EQUIPMENT	24,798	30,000	40,000	32,000	32,000	-	-
512648	AUTO LEASE/ PURCHASE	-	4,200	7,260	7,260	7,260	-	-
	CAPITAL OUTLAY	\$ 24,798	\$ 34,200	\$ 47,260	\$ 39,260	\$ 39,260	\$ -	\$ -
512992	WORKING CAPITAL RESERVE	-	-	-	-	-	-	-
	NON-OPERATING EXP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL INFORMATION TECHNOLOGY	\$ 302,119	\$ 301,950	\$ 281,850	\$ 316,637	\$ 305,217	\$ -	\$ -

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# **City of Opa-locka, Florida FY 2017-2018**

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## **Special Revenue Funds**

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These funds account for the proceeds of grants and/or specific revenue sources that are statutorily restricted for designated activities or services. The funds accounted for in the Special Revenue Funds include:

- **Community Redevelopment Agency Fund**
- **Peoples Transportation Tax Fund**
- **Special Law Enforcement Fund**
- **Opa-locka Youth Academy (DJJ) Aftercare Program Fund**
- **Crime Prevention Fund**

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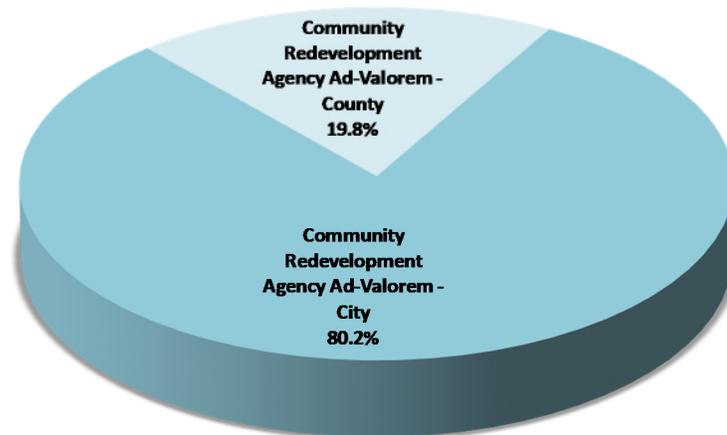
# COMMUNITY REDEVELOPMENT AGENCY



# COMMUNITY REDEVELOPMENT AGENCY FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Community Redevelopment Agency Ad-Valorem - City	\$ -	\$ -	\$ -	\$ 40,000	\$ 72,000	\$ 469,253
Community Redevelopment Agency Ad-Valorem - County	\$ -	\$ -	\$ -	\$ 25,000	\$ 144,000	\$ 116,139
<b>TAXES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,000</b>	<b>\$ 216,000</b>	<b>\$ 585,392</b>
Transfer in - Water & Sewer Fund	\$ 104,167	\$ 142,821	\$ 250,000	\$ -	\$ -	\$ -
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ 104,167</b>	<b>\$ 142,821</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL CRA FUND =</b>	<b>\$ 104,167</b>	<b>\$ 142,821</b>	<b>\$ 250,000</b>	<b>\$ 65,000</b>	<b>\$ 216,000</b>	<b>\$ 585,392</b>

## FY 2018 ADOPTED REVENUES



# Community Redevelopment Agency

## MISSION

The Community Redevelopment Agency's (CRA) mission is to reduce or eliminates blight, improves the economic health of the area, and encourages public and private investments in the CRA district.

## PURPOSE

The CRA fund was established to account for activities of the Community Redevelopment Agency. The agency was approved by the City Commission in FY 2011 to spearhead physical and economic development in the City of Opa-locka.

## GOALS

- ✚ Developing a Façade Improvements Program for buildings and 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.
- ✚ 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.

## RESPONSIBILITIES

- ✚ 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

## Organizational Chart



Community Redevelopment Director	.1
Zoning Official	.1
Planner	.1
Executive Secretary	.1

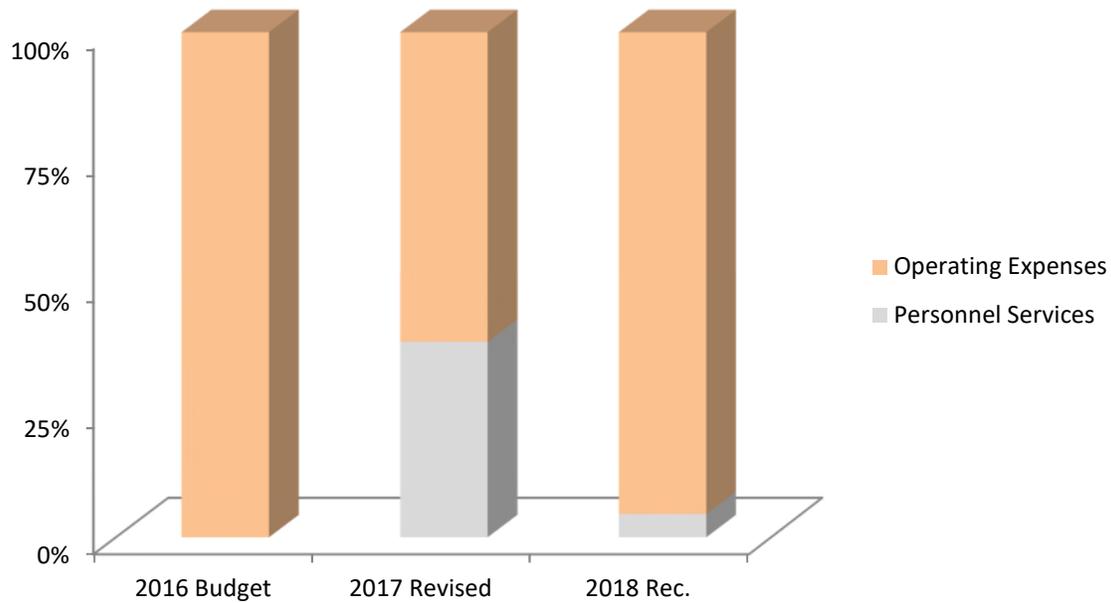
Note: Vacant positions are highlighted in green

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

### Financial Summary<sup>32</sup>

Community Redevelopment Agency	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Personnel Services	114,981	227,200	--	20,178	27,030
Operating Expenses	24,595	22,800	65,000	32,000	558,362
Capital Outlay	688	--	--	--	--
<b>Total</b>	<b>\$140,264</b>	<b>\$250,000</b>	<b>\$65,000</b>	<b>\$52,178</b>	<b>\$585,392</b>



<sup>32</sup> No more than twenty percent (20%) of the tax increment funds deposited annually into the Trust Fund annually shall be used for total administrative expenses allowable under Section 163.387 (6) (a), Florida Statutes. This 20% cap shall take effect in the 7<sup>th</sup> year of TIF funding. For the first seven years, administrative expenses shall not exceed \$200 K.

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	180	COMMUNITY REDEVELOPMENT AGENCY						
DIV	77	CRA						
515110	SALARIES - EXECUTIVE	80,858	80,000	-	14,314	14,314	14,617	14,617
515120	SALARIES - REGULAR	-	95,000	-	6,690	3,206	8,772	8,772
515210	FICA	6,641	13,390	-	1,607	1,340	1,789	1,789
515220	RETIREMENT	5,650	12,900	-	2,798	1,318	1,852	1,852
515230	LIFE AND HEALTH	16,024	19,910	-	-	-	-	-
515499	CAR ALLOWANCE	5,808	6,000	-	-	-	-	-
	PERSONNEL EXPENSES	<u>\$ 114,981</u>	<u>\$ 227,200</u>	<u>\$ -</u>	<u>\$ 25,409</u>	<u>\$ 20,178</u>	<u>\$ 27,030</u>	<u>\$ 27,030</u>
515312	OTHER PROFESSIONAL	17,555	18,000	-	-	-	2,500	2,500
515340	OTHER CONTRACTED SVCS	-	-	65,000	27,000	-	15,882	15,882
515341	COUNTY ADMINISTRATIVE FEE	-	-	-	-	-	1,742	1,742
515441	INFORMATION TECH CHARGES	-	-	-	-	-	22,182	22,182
515442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
515320	ACCOUNTING & AUDIT	3,500	-	-	2,500	2,500	2,500	2,500
515321	REIMBURSEMENT TO W&S FUND	-	-	-	-	-	102,770	102,770
515400	TRAVEL & PER DIEM	777	2,000	-	-	-	-	-
515510	OFFICE SUPPLIES	498	1,000	-	3,000	-	-	-
515520	OPERATING EXPENSES	310	-	-	-	-	-	-
515540	PUB/SUBS/MEMBERSHIP	720	900	-	-	-	-	-
515541	EDUCATIONAL COSTS	1,235	900	-	-	-	-	-
515492	ADVERTISING	-	-	-	2,500	2,500	2,500	2,500
515543	TRUST ACCOUNT	-	-	-	27,000	27,000	385,392	385,392
	OPERATING EXPENSES	<u>\$ 24,595</u>	<u>\$ 22,800</u>	<u>\$ 65,000</u>	<u>\$ 62,000</u>	<u>\$ 32,000</u>	<u>\$ 558,362</u>	<u>\$ 558,362</u>
515646	COMPUTER EQUIPMENT	688	-	-	-	-	-	-
	CAPITAL OUTLAY	<u>\$ 688</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	TOTAL COMMUNITY REDEV AGENCY	<u>\$ 140,264</u>	<u>\$ 250,000</u>	<u>\$ 65,000</u>	<u>\$ 87,409</u>	<u>\$ 52,178</u>	<u>\$ 585,392</u>	<u>\$ 585,392</u>

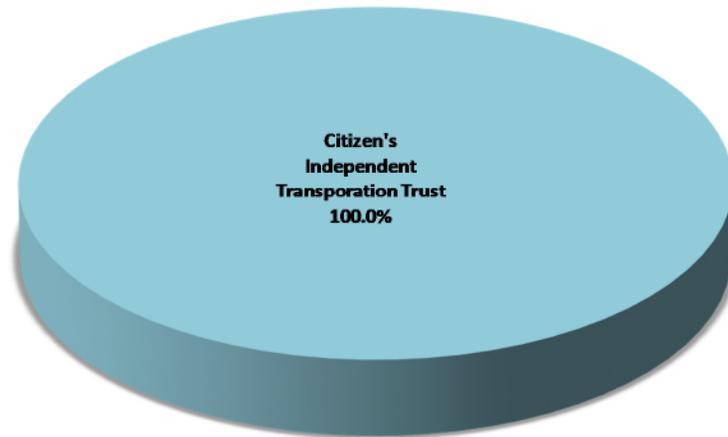
# PEOPLES TRANSPORTATION TAX



# PEOPLES TRANSPORTATION TAX FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
First Local Option Fuel Tax	\$ -	\$ -	\$ -	\$ 210,145	\$ 224,884	\$ -
County Ninth Cent Fuel Tax	\$ -	\$ -	\$ -	\$ 80,725	\$ 86,622	\$ -
<b>TAXES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 290,870</b>	<b>\$ 311,506</b>	<b>\$ -</b>
SFRTA Grant (JRAC)	\$ -	\$ -	\$ -	\$ 98,000	\$ -	\$ -
Citizen's Independent Transportation Trust	\$ 603,115	\$ 572,297	\$ 460,000	\$ 550,000	\$ 719,745	\$ 180,000
<b>INTERGOVERNMENTAL SUBTOTAL =</b>	<b>\$ 603,115</b>	<b>\$ 572,297</b>	<b>\$ 460,000</b>	<b>\$ 648,000</b>	<b>\$ 719,745</b>	<b>\$ 180,000</b>
Peoples Transportation Tax Transfer in - Fund Balance	\$ -	\$ -	\$ 2,253,330	\$ -	\$ -	\$ -
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,253,330</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL PEOPLES TRANS. TAX FUND =</b>	<b>\$ 603,115</b>	<b>\$ 572,297</b>	<b>\$ 2,713,330</b>	<b>\$ 938,870</b>	<b>\$ 1,031,251</b>	<b>\$ 180,000</b>

## FY 2018 ADOPTED REVENUES

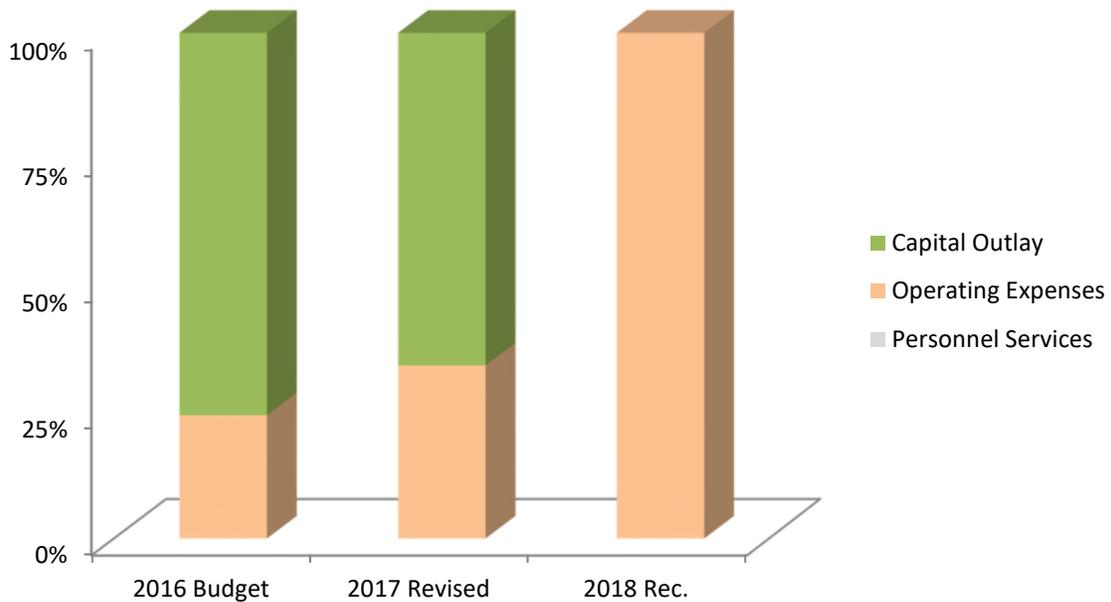


# Peoples Transportation Tax

In 2002 the County adopted an Ordinance establishing the Citizen’s Independent Transportation Trust providing for the use of proceeds for the County’s transit system surtax. Once an inter-local agreement is approved, distributions within the County are based on population percent for all participants. Municipalities must apply at least 20 % of their share of surtax proceeds towards transit related uses and 80% for transportation. For FY 2018, the City’s proceeds will be used to pay circulator related expenses with Limousine of South Florida.

## Financial Summary

Peoples Transportation Tax	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	283,660	160,415	--	--	--
<b>Operating Expenses</b>	109,608	124,505	228,870	190,000	180,000
<b>Capital Outlay</b>	463,514	2,428,410	710,000	365,000	--
<b>Total</b>	<b>\$856,782</b>	<b>\$2,713,330</b>	<b>\$938,870</b>	<b>\$555,000</b>	<b>\$180,000</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	176	PEOPLES TRANSPORTATION TAX						
DIV	47	PEOPLES TRANSPORTATION TAX						
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	-	-	-	-	-
	PERSONNEL EXPENSES	\$ 283,660	\$ 160,415	\$ -	\$ -	\$ -	\$ -	\$ -
541520	OPERATING EXPENSE	109,608	71,175	-	-	-	-	-
541342	BUS CIRCULATOR EXP	-	53,330	228,870	228,870	190,000	180,000	180,000
	OPERATING EXPENSES	\$ 109,608	\$ 124,505	\$ 228,870	\$ 228,870	\$ 190,000	\$ 180,000	\$ 180,000
541630	IMPROV - MILLING	-	800,000	650,000	475,282	365,000	-	-
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	\$ 365,000	\$ -	\$ -
	TOTAL PEOPLE TRANSPORTATION TAX	\$ 856,782	\$ 2,713,330	\$ 938,870	\$ 704,152	\$ 555,000	\$ 180,000	\$ 180,000

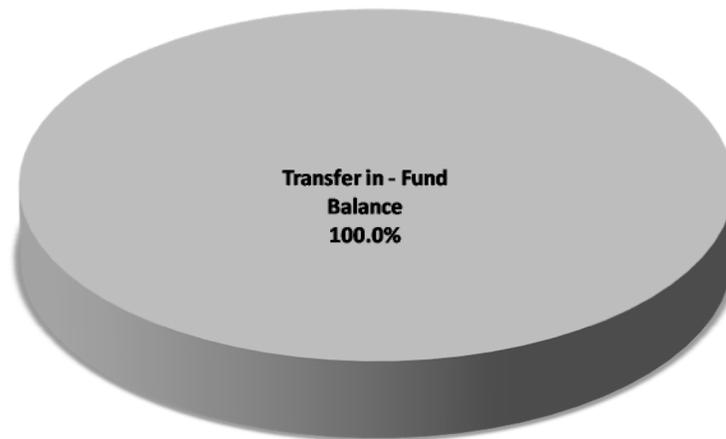
# SPECIAL LAW ENFORCEMENT FUND



## SPECIAL LAW ENFORCEMENT FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Law Enforcement Training	\$ 5,000	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Court Forfeitures	\$ 37,622	\$ 97,782	\$ -	\$ -	\$ 5,000	\$ -
<b>CHARGES FOR SERVICES SUBTOTAL =</b>	<b>\$ 42,622</b>	<b>\$ 101,782</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>
Transfer in - Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ 10,000</b>				
<b>GRAND TOTAL SPECIAL LAW ENFORCEMENT FUND =</b>	<b>\$ 42,622</b>	<b>\$ 101,782</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

### FY 2018 ADOPTED REVENUES

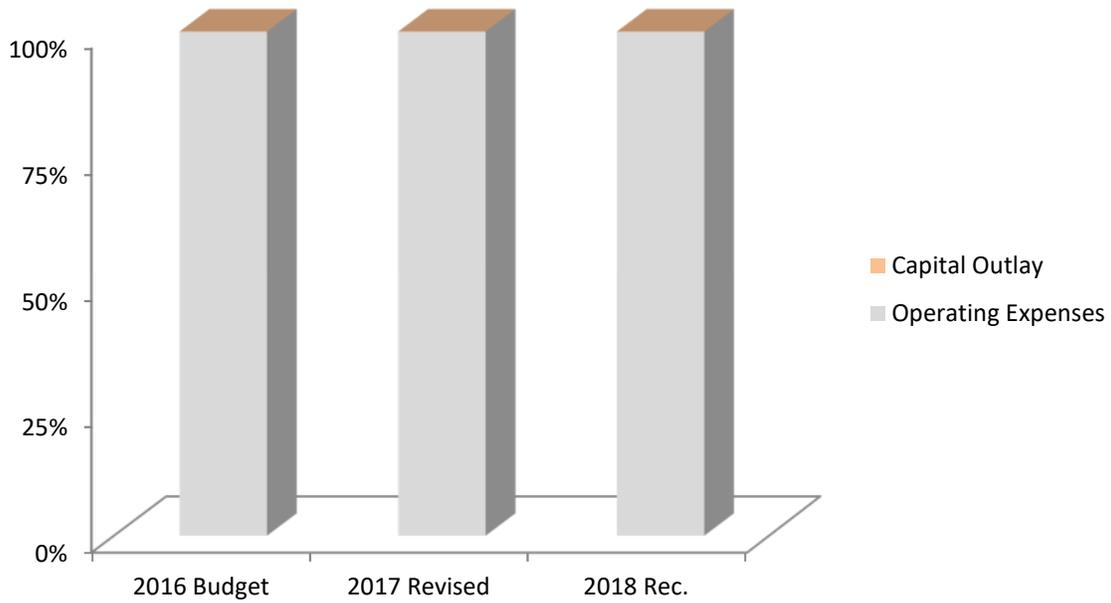


## Special Law Enforcement

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.

### Financial Summary

Special Law Enforcement	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Operating Expenses</b>	6,000	5,000	5,000	10,000	10,000
<b>Capital Outlay</b>	25,636	--	--	--	--
<b>Total</b>	<b>\$31,636</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$10,000</b>	<b>\$10,000</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	165	SPECIAL LAW ENFORCEMENT						
DIV	65	SPECIAL LAW ENFORCEMENT						
521493	GENERAL EXPENSES	6,000	5,000	5,000	10,000	10,000	10,000	10,000
	OPERATING EXPENSES	<u>\$ 6,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>
521648	AUTO LEASE/PURCHASE	25,636	-	-	-	-	-	-
	CAPITAL OUTLAY	<u>\$ 25,636</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	TOTAL SPECIAL LAW ENFORCEMENT	<u>\$ 31,636</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>

# OPA-LOCKA YOUTH ACADEMY (DJJ) FUND



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	171	DJJ AFTERCARE PROGRAM						
DIV	29	POLICE YOUTH ACADEMY						
529230	LIFE & HEALTH	-	(456)	-	-	-	-	-
	PERSONNEL EXPENSES	\$ -	\$ (456)	\$ -	\$ -	\$ -	\$ -	\$ -
529493	GENERAL EXPENSES	(1,239)	-	-	-	-	-	-
	OPERATING EXPENSES	\$ (1,239)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL DJJ AFTERCARE	\$ (1,239)	\$ (456)	\$ -	\$ -	\$ -	\$ -	\$ -

# CRIME PREVENTION FUND



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	172	CRIME PREVENTION						
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
529485	PROGRAM ACTIVITIES	650	-	-	-	-	-	-
529534	WAR ON POVERTY EXP	2,215	-	-	-	-	-	-
	OPERATING EXPENSES	\$ 2,865	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL CRIME PREVENTION	\$ 37,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# City of Opa-locka, Florida FY 2017 - 2018

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## Enterprise Funds

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These funds are used to account for operations and services recovered through customer charges – whether to outside customers or to other units of the City. The funds accounted for in the Enterprise Funds include:

- **Water & Sewer Fund**
- **Stormwater Management Fund**
- **Solid Waste Disposal Fund**

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# **City of Opa-locka, Florida FY 2017 - 2018**

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## **Water & Sewer Fund**

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This fund is used to account for the provision of water and wastewater services to the residents of the City and surrounding areas. Divisions accounted for in this fund include:

- **Water Service**
- **Sewer Service**
- **Meter Readers**
- **Customer Service**
- **Utility Billing**
- **Water & Sewer Capital Projects**

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# WATER & SEWER FUND



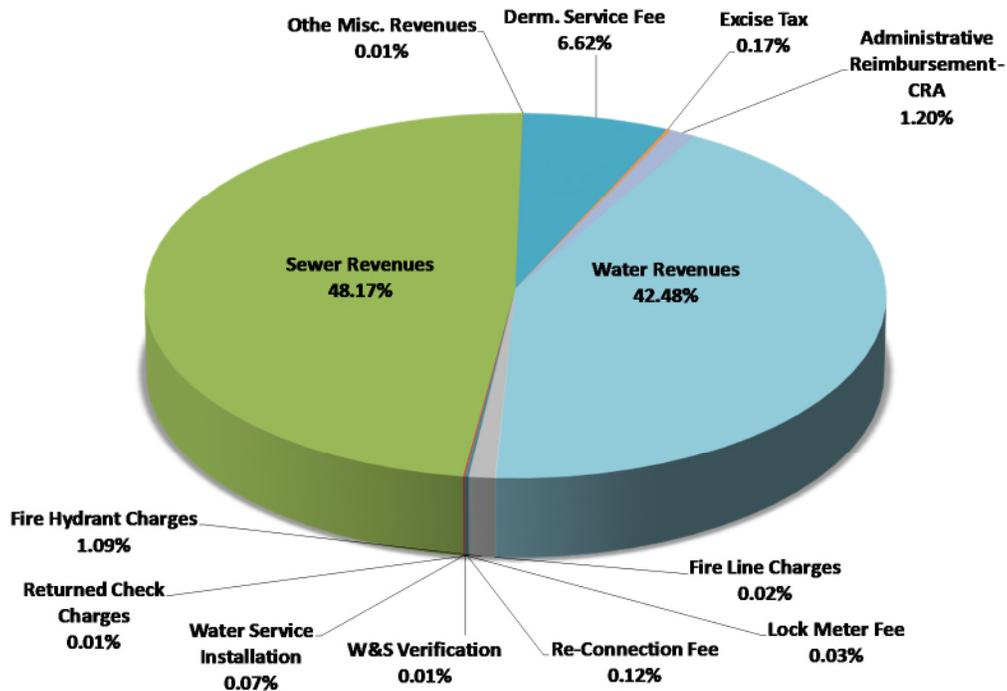
# WATER & SEWER FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Federal Grants	\$ -	\$ 551,964	\$ 1,211,000	\$ 400,000	\$ 1,100,000	\$ -
Lift Station 11B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>INTERGOVERNMENTAL SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ 551,964</b>	<b>\$ 1,211,000</b>	<b>\$ 400,000</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>
Water Revenues	\$ 3,654,373	\$ 3,014,573	\$ 4,000,000	\$ 3,800,000	\$ 3,557,966	\$ 3,650,656
Fire Line Charges	\$ 2,093	\$ 2,257	\$ 2,000	\$ 2,000	\$ 1,944	\$ 2,000
Fire Hydrant Charges	\$ 58,447	\$ 70,150	\$ 95,000	\$ 75,000	\$ 93,355	\$ 93,810
Returned Checks	\$ (18,665)	\$ (11,640)	\$ -	\$ -	\$ -	\$ -
Returned Check Charges	\$ 68,083	\$ 5,521	\$ 1,500	\$ 1,500	\$ 2,692	\$ 1,000
Re-Connection Fee	\$ 46,152	\$ 36,782	\$ 45,000	\$ 40,000	\$ 31,550	\$ 10,000
Lock Meter Fee	\$ 3,865	\$ 3,705	\$ 2,000	\$ 1,500	\$ 3,274	\$ 2,500
Remove Meter Fee	\$ 490	\$ (759)	\$ 300	\$ 250	\$ 250	\$ -
Plug Line Fee	\$ 2,550	\$ 750	\$ 700	\$ -	\$ 649	\$ -
Broken Lock Fee	\$ 80	\$ 90	\$ -	\$ 200	\$ 33	\$ -
New Service Application	\$ -	\$ 926	\$ -	\$ 200	\$ 293	\$ -
W&S Verification	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,855	\$ 1,000
Water Service Installation	\$ 5,085	\$ -	\$ 1,000	\$ 2,500	\$ 2,374	\$ 6,000
Delinquent Service Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Revenues	\$ 4,087,920	\$ 4,041,635	\$ 4,500,000	\$ 4,172,065	\$ 4,015,432	\$ 4,140,000
<b>CHARGES FOR SERVICES SUBTOTAL =</b>	<b>\$ 7,910,473</b>	<b>\$ 7,163,990</b>	<b>\$ 8,647,500</b>	<b>\$ 8,096,215</b>	<b>\$ 7,711,667</b>	<b>\$ 7,906,966</b>
Water & Sewer Lien	\$ -	\$ 18,284	\$ -	\$ -	\$ 5,790	\$ -
Interest Earned	\$ -	\$ -	\$ -	\$ -	\$ 14	\$ -
Othe Misc. Revenues	\$ 7,174	\$ 32,055	\$ 1,000	\$ 1,000	\$ 11,639	\$ 1,000
Derm. Service Fee	\$ 548,969	\$ 498,448	\$ -	\$ 550,000	\$ 623,840	\$ 568,771
Excise Tax	\$ -	\$ -	\$ -	\$ -	\$ 15,938	\$ 15,000
Lien Search & Release	\$ 38,008	\$ 20,125	\$ 30,000	\$ 2,500	\$ 6,425	\$ -
Dade County Lien Release	\$ -	\$ 1,880	\$ -	\$ 1,500	\$ 702	\$ -
Opa Locka Lien Release	\$ -	\$ 3,470	\$ -	\$ 1,500	\$ 1,300	\$ -
<b>MISCELLANEOUS SUBTOTAL =</b>	<b>\$ 594,151</b>	<b>\$ 574,262</b>	<b>\$ 31,000</b>	<b>\$ 556,500</b>	<b>\$ 665,648</b>	<b>\$ 584,771</b>

# WATER & SEWER FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Transfer in - General Fund	\$ 10,416	\$ -	\$ 25,000	\$ -	\$ -	\$ 2,100,000
Water & Sewer Transfer in - Fund Balance	\$ -	\$ -	\$ 1,748,810	\$ 1,736,305	\$ -	\$ 773,528
Administrative Reimbursement - CRA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102,770
State Revolving Loan - Water	\$ -	\$ -	\$ 7,301,770	\$ 4,150,000	\$ 1,000,000	\$ -
State Revolving Loan - Sewer	\$ -	\$ -	\$ 6,285,090	\$ 4,150,000	\$ 750,000	\$ -
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ 10,416</b>	<b>\$ -</b>	<b>\$ 15,360,670</b>	<b>\$ 10,036,305</b>	<b>\$ 1,750,000</b>	<b>\$ 2,976,298</b>
<b>GRAND TOTAL WATER &amp; SEWER FUND =</b>	<b>\$ 8,515,040</b>	<b>\$ 8,290,216</b>	<b>\$ 25,250,170</b>	<b>\$ 19,089,020</b>	<b>\$ 11,227,315</b>	<b>\$ 11,468,035</b>

## FY 18 ADOPTED REVENUES



# Public Utilities – Water & Sewer

## MISSION

The Water & Sewer staff aims is to provide superior service while creating exceptional value; to provide water and wastewater services in an environmentally and financially responsible way with respect to the role of government in protecting the taxpayers' and public's interest.

## PURPOSE

To provide quality water utility services 24/7, provide health and safety benefits, ensure sustainability, and make our service areas a great place to live and work.

## GOALS

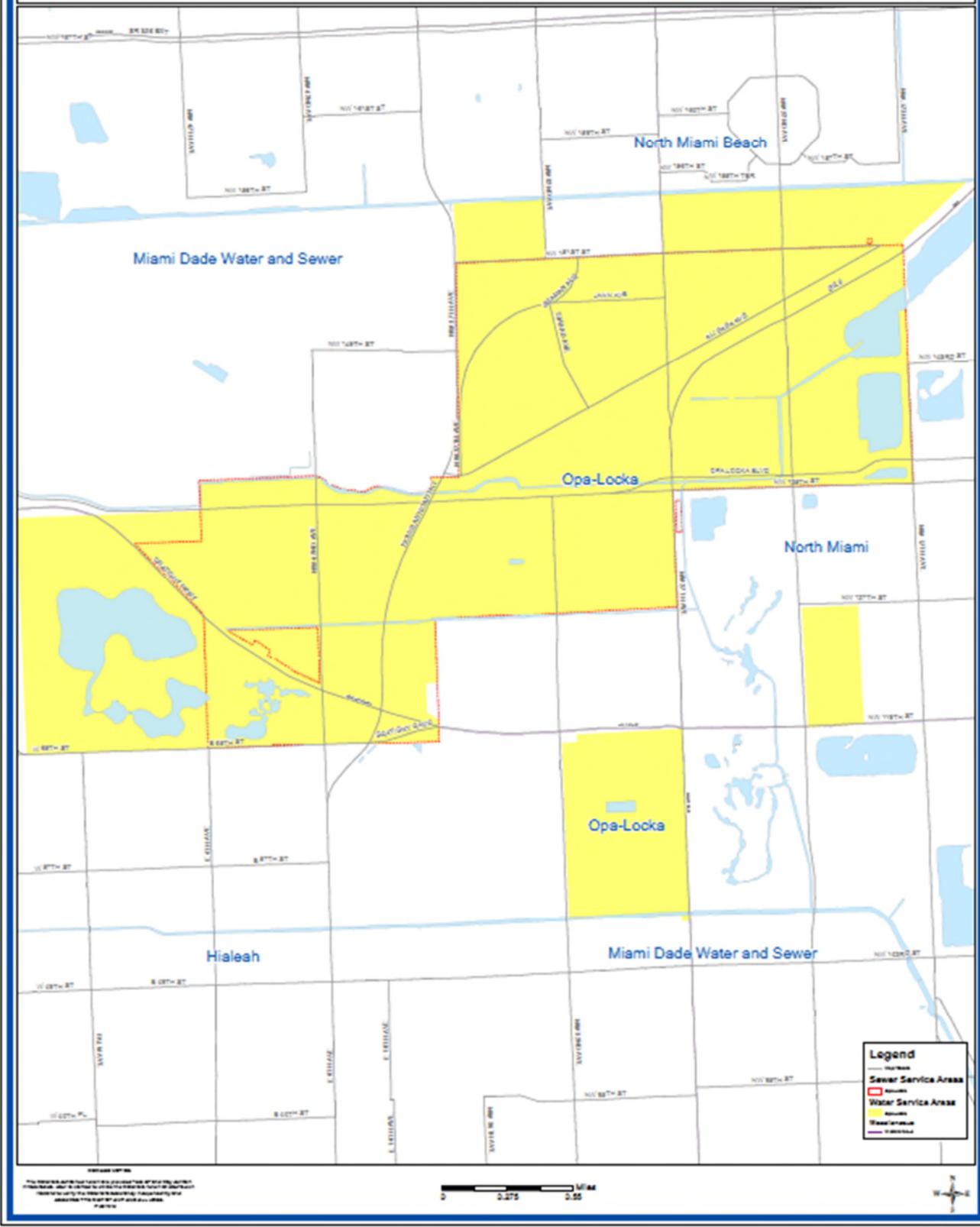
- ✚ Provide safe drinking water 24/7.
- ✚ Provide wastewater services that protect the environment from spills.
- ✚ Provide all services efficiently and with great customer service.

## RESPONSIBILITIES

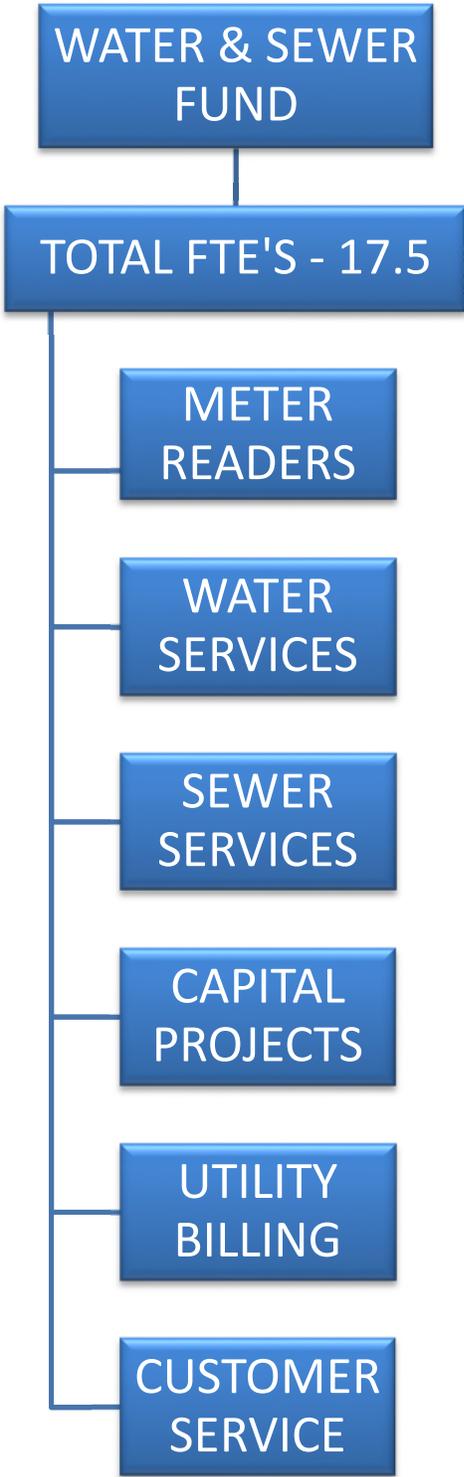
Staff is responsible for delivering water and wastewater collection services to the City, as well as, to areas outside City limits<sup>33</sup>. Areas serviced by the City's water distribution system include outside customers in the City of Miami Gardens and parts of unincorporated Miami-Dade County. The City supplies water and sewer to over 5,000 customers. Main areas of responsibilities include maintaining the water distribution system and sewer lines, pump stations, and force mains.

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<sup>33</sup> See Exhibit A on page 212.



# Organizational Chart<sup>34</sup>



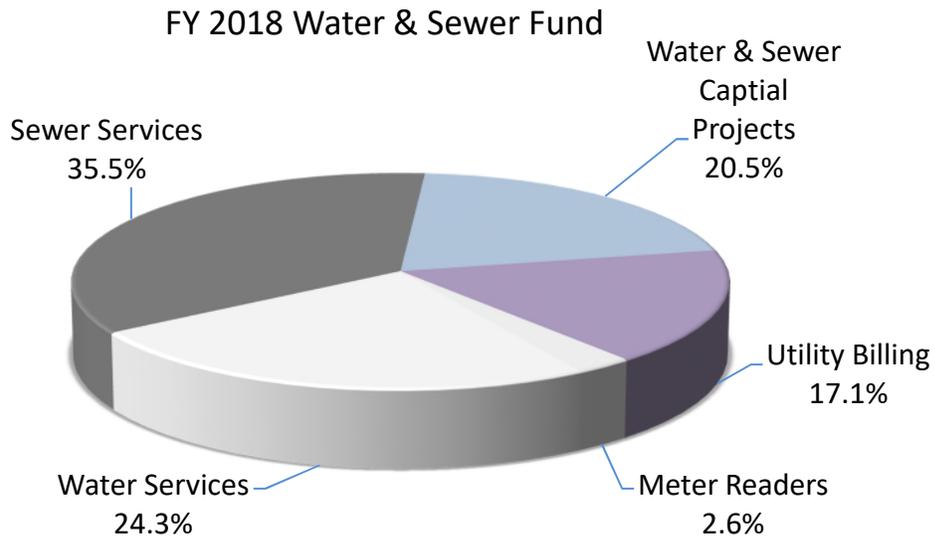
Water Services Supervisor	1
Water Services Utility Mechanic	2
Sewer Services Supervisor	1
Superintendent	1
Utility Maintenance	1
Sewer Services Utility Mechanic	3
Water Supervisor	1
Meter Readers	4
Heavy Equipment Operators	1
CIP Director	.5
CIP Coordinator	1
Project Manager	1

Note: Vacant positions are highlighted in green.  
 (1 – Sewer Services Utility Mechanic)

<sup>34</sup> Utility Billing personnel are reported in the Finance Department.

## Water & Sewer Fund Summary

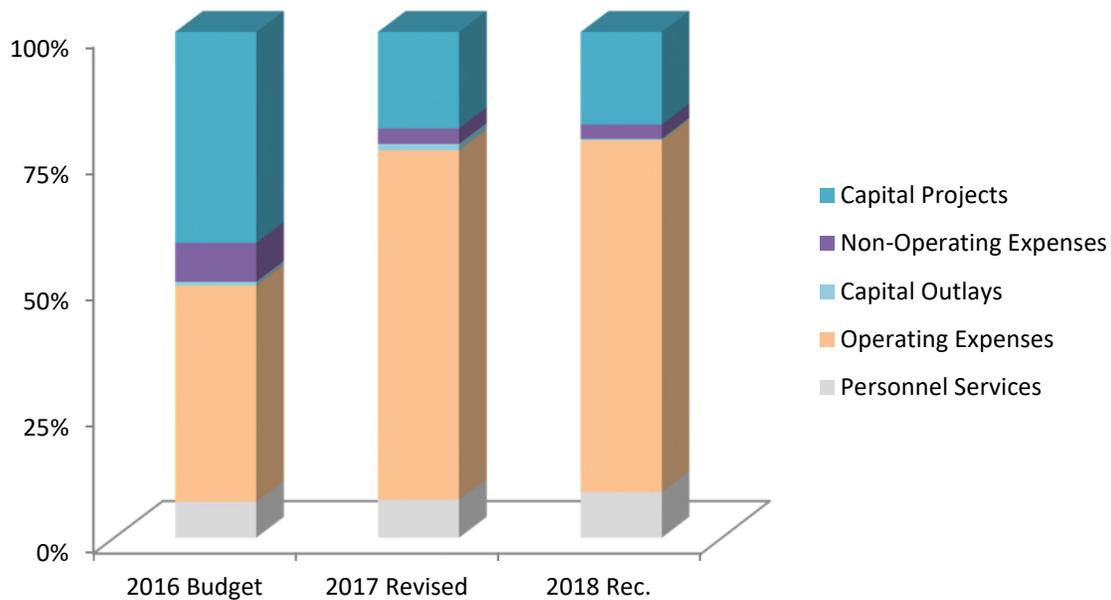
Water & Sewer Fund	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Meter Readers</b>	323,370	335,679	300,614
<b>Water Services</b>	2,482,050	2,213,137	2,788,348
<b>Sewer Services</b>	4,950,250	4,554,936	4,068,941
<b>Water &amp; Sewer Capital Projects</b>	9,006,095	3,119,521	2,353,039
<b>Utility Billing</b>	2,261,715	1,905,036	1,957,093
<b>Customer Service</b>	65,540	500	--
<b>Sub-Total</b>	<b>\$19,089,020</b>	<b>\$12,128,809</b>	<b>\$11,468,035</b>



## Financial Summary

Water & Sewer Operating	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Personnel Services	955,554	2,201,250	998,560	759,746	829,025
Operating Expenses	6,122,382	6,455,970	7,490,180	7,733,235	7,929,664
Capital Outlays	117,073	14,752,450	128,685	143,685	33,685
Non-Operating Exp.	660,105	1,840,500	1,465,500	372,622	322,622
<b>Total</b>	<b>\$12,672,512</b>	<b>\$25,250,170</b>	<b>\$10,082,925</b>	<b>\$9,009,288</b>	<b>\$9,114,996</b>

Water & Sewer Capital	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Personnel Services	--	--	358,750	153,620	207,743
Operating Expenses	--	--	673,900	642,305	45,296
Capital Outlays	--	--	10,200	10,200	--
Capital Projects	--	--	7,963,245	2,313,396	2,100,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,006,095</b>	<b>\$3,119,521</b>	<b>\$2,353,039</b>

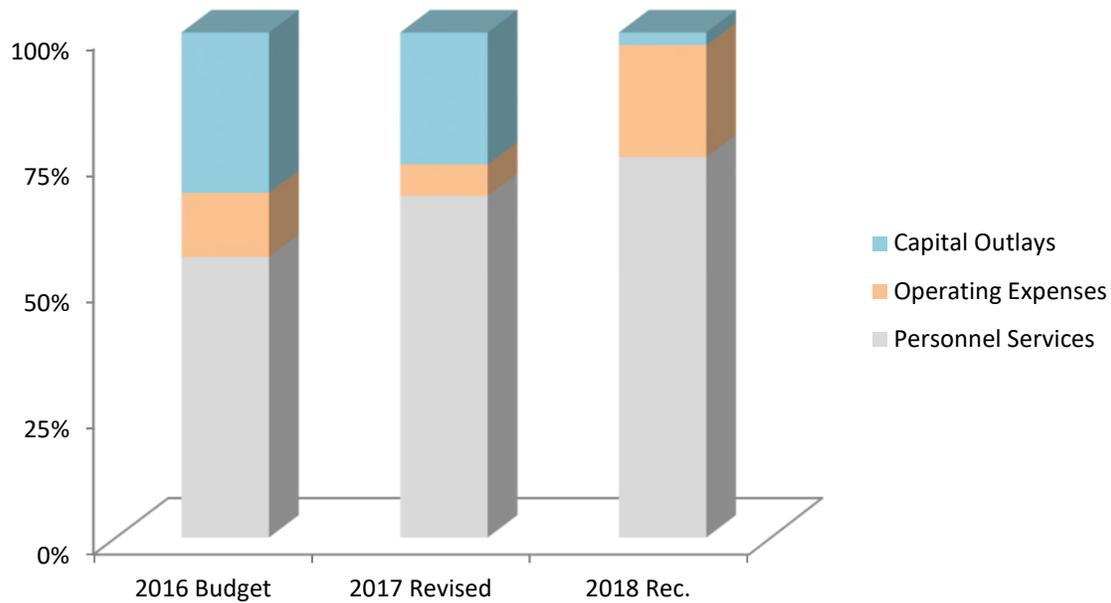


## Meter Readers

The Meter Readers Division is responsible for the meter infrastructure, to include: installing, maintenance, and reading of all water meters throughout the City. However, through a Utility Billing agreement recently approved with Miami Dade County, meter reading, billing, and collection of water, sanitary sewage and stormwater charges will be rendered by the County once fully transitioned.

### Financial Summary

Meter Readers	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	216,025	410,200	179,885	227,194	226,613
<b>Operating Expenses</b>	43,986	32,000	41,000	21,000	66,516
<b>Capital Outlays</b>	-17,422	107,485	102,485	87,485	7,485
<b>Non-Operating Exp.</b>	23,434	--	--	--	--
<b>Total</b>	<b>\$266,023</b>	<b>\$549,685</b>	<b>\$323,370</b>	<b>\$335,679</b>	<b>\$300,614</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

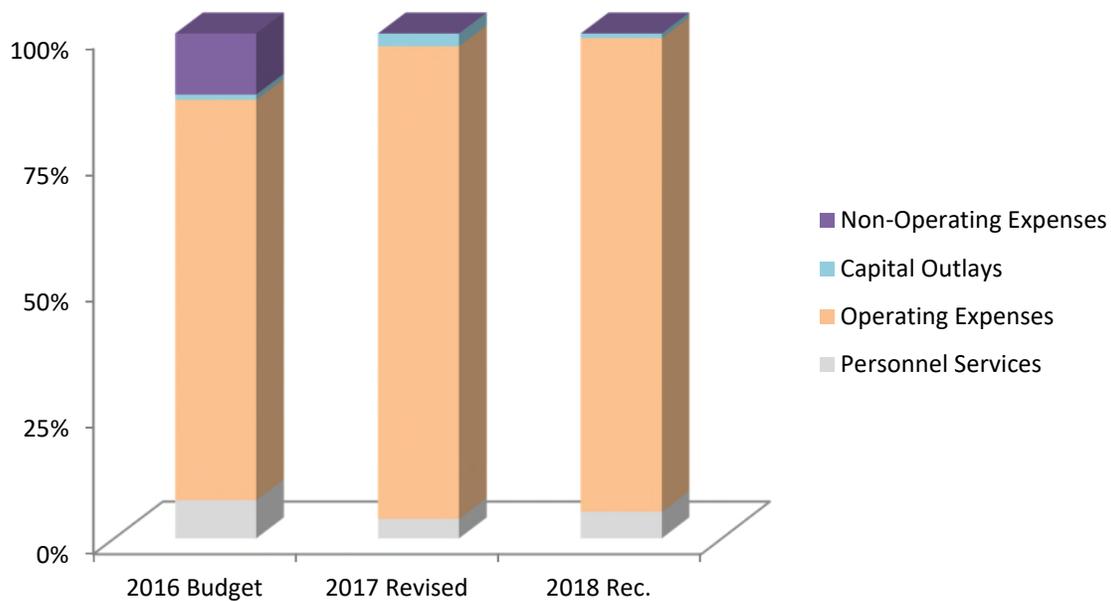
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	440	WATER & SEWER						
DIV	63	METER READERS						
533120	SALARIES - REGULAR	165,388	311,990	131,635	169,085	169,085	168,616	168,616
533140	SALARIES - OVERTIME	2,346	5,000	5,000	-	-	-	-
533210	FICA	12,771	24,250	10,455	12,935	12,935	12,899	12,899
533220	RETIREMENT	11,405	23,360	9,920	12,715	12,715	13,354	13,354
533230	LIFE AND HEALTH	24,115	45,600	22,875	33,943	32,459	31,744	31,744
	PERSONNEL EXPENSES	\$ 216,025	\$ 410,200	\$ 179,885	\$ 228,678	\$ 227,194	\$ 226,613	\$ 226,613
533341	UNIFORM RENTAL	1,806	2,000	1,000	1,000	1,000	1,000	1,000
533495	MACHINERY & EQUIPMENT	-	-	-	-	-	20,000	20,000
533461	REPAIRS - BUILDING	8,736	-	-	-	-	-	-
533441	INFORMATION TECH CHARGES	-	-	-	-	-	22,622	22,622
533442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
533520	OPERATING EXPENSE	33,444	30,000	40,000	20,000	20,000	-	-
	OPERATING EXPENSES	\$ 43,986	\$ 32,000	\$ 41,000	\$ 21,000	\$ 21,000	\$ 66,516	\$ 66,516
533630	IMPROV OTHER THAN	2,107	100,000	95,000	80,000	80,000	-	-
533640	MACHINERY & EQUIPM	(20,529)	-	-	-	-	-	-
533643	COMMUNICATION EQUIP	-	-	-	-	-	-	-
533648	VEHICLE LEASE/PURCHASE	1,000	7,485	7,485	7,485	7,485	7,485	7,485
	CAPITAL OUTLAY	\$ (17,422)	\$ 107,485	\$ 102,485	\$ 87,485	\$ 87,485	\$ 7,485	\$ 7,485
533991	OPEB OBLIGATION EXP	21,857	-	-	-	-	-	-
533720	INTEREST	1,577	-	-	-	-	-	-
	NON-OPERATING EXP	\$ 23,434	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL METER READERS	\$ 266,023	\$ 549,685	\$ 323,370	\$ 337,163	\$ 335,679	\$ 300,614	\$ 300,614

## Water Services

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 buys water under an inter-local agreement with Miami-Dade County. The division is responsible for the efficient and proactive operations of the drinking water distribution system. This includes installing new lines, replacing old lines, and maintaining water quality in the system. The division oversees the drinking water backflow and cross connection control program and the underground utility location services.

### Financial Summary

Water Services	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	270,175	402,230	186,855	85,437	146,375
<b>Operating Expenses</b>	2,325,302	1,799,300	1,968,995	2,071,500	2,615,773
<b>Capital Outlays</b>	32,504	7,327,970	26,200	56,200	26,200
<b>Non-Operating Exp.</b>	636,671	300,000	300,000	--	--
<b>Total</b>	<b>\$3,264,652</b>	<b>\$9,829,500</b>	<b>\$2,482,050</b>	<b>\$2,213,137</b>	<b>\$2,788,348</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

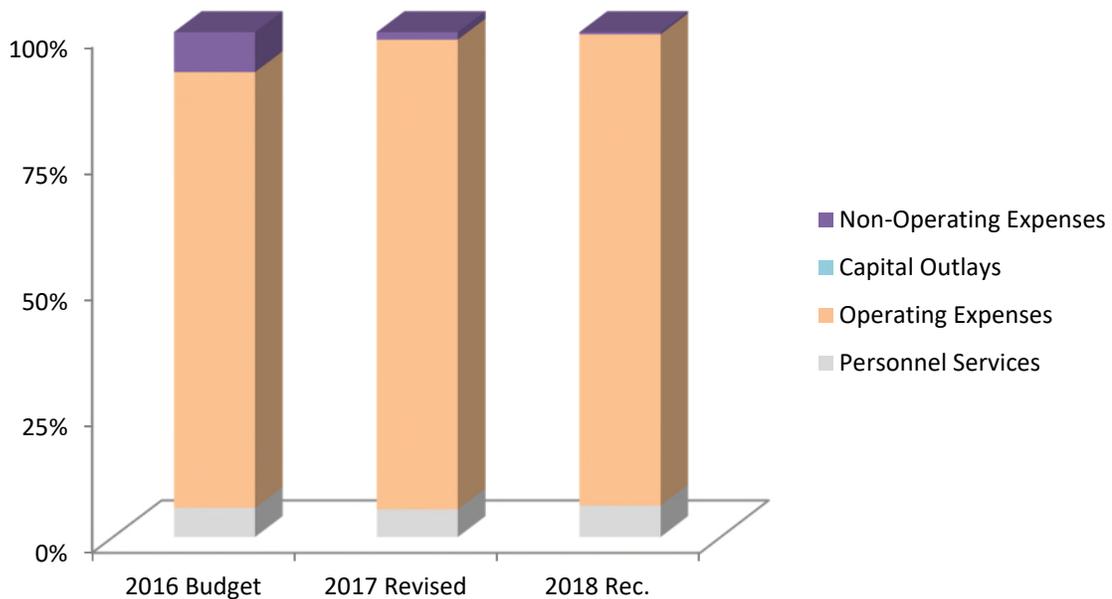
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	440	WATER & SEWER						
DIV	64	WATER SERVICES						
533120	SALARIES - REGULAR	207,249	296,500	139,505	63,455	63,455	108,486	108,486
533140	SALARIES - OVERTIME	14,124	5,000	5,000	5,000	-	-	-
533210	FICA	16,237	23,065	11,055	4,854	4,854	8,299	8,299
533220	RETIREMENT	9,308	22,220	10,490	4,772	4,772	8,592	8,592
533230	LIFE AND HEALTH	23,257	55,445	20,805	12,851	12,356	20,998	20,998
PERSONNEL EXPENSES		\$ 270,175	\$ 402,230	\$ 186,855	\$ 90,932	\$ 85,437	\$ 146,375	\$ 146,375
533301	DERM EXP SERVICE FEE	566,843	-	570,000	604,000	604,000	604,000	604,000
533312	OTHER PROFESSIONAL	14,029	18,000	12,000	12,000	12,000	12,000	12,000
533340	OTHER CONTRACTED SVC	57,435	10,000	5,000	90,000	90,000	225,520	225,520
533341	UNIFORM RENTAL	7,983	8,000	3,500	3,500	3,500	3,500	3,500
533495	MACHINERY & EQUIPMENT	-	-	-	-	-	25,000	25,000
533433	PURCHASE OF WATER	1,615,360	1,615,000	1,260,000	1,260,000	1,260,000	1,690,957	1,690,957
533440	RENTALS & LEASES	4,507	6,000	3,500	3,500	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	5,500	5,500
533441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
533442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
533520	OPERATING EXPENSE	31,818	50,000	25,000	25,000	25,000	-	-
533522	HARDSHIP ASSISTANCE	14,578	9,000	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	1,000	-	-	-
533555	SMALL TOOLS & SUPP	83	1,000	1,000	500	500	500	500
OPERATING EXPENSES		\$ 2,325,302	\$ 1,799,300	\$ 1,968,995	\$ 2,072,500	\$ 2,071,500	\$ 2,615,773	\$ 2,615,773
5336314	SRF PROJECTS - WATER	-	7,067,875	-	-	-	-	-
5336315	CAIRO LANE	-	233,895	-	-	-	-	-
533640	MACHINERY & EQUIPM	30,504	-	-	30,000	30,000	-	-
533648	VEHICLE LEASE/PURC	2,000	26,200	26,200	26,200	26,200	26,200	26,200
CAPITAL OUTLAY		\$ 32,504	\$ 7,327,970	\$ 26,200	\$ 56,200	\$ 56,200	\$ 26,200	\$ 26,200
533720	INTEREST	2,629	-	-	-	-	-	-
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	\$ 2,219,632	\$ 2,213,137	\$ 2,788,348	\$ 2,788,348

## Sewer Services

The City disposes of sewage through an inter-local agreement with Miami Dade County. The division works to protect the environment, to ensure efficient and effective use of resources and to provide a consumer oriented team of informed, knowledgeable, dedicated and involved employees. Moreover, the division is accountable for the efficient operations of lift stations, emergency by-pass pumps and force mains that provide wastewater service to our customers. Additional responsibilities include inspecting and cleaning the system, locating and eliminating leakage into the system, manholes and service pipes.

### Financial Summary

Sewer Services	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	290,172	990,800	285,755	250,561	255,216
<b>Operating Expenses</b>	3,752,725	3,753,570	4,271,995	4,236,875	3,796,225
<b>Capital Outlays</b>	161,991	7,316,995	--	--	--
<b>Non-Operating Exp.</b>	--	517,500	392,500	67,500	17,500
<b>Total</b>	<b>\$4,204,888</b>	<b>\$12,578,865</b>	<b>\$4,950,250</b>	<b>\$4,554,936</b>	<b>\$4,068,941</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

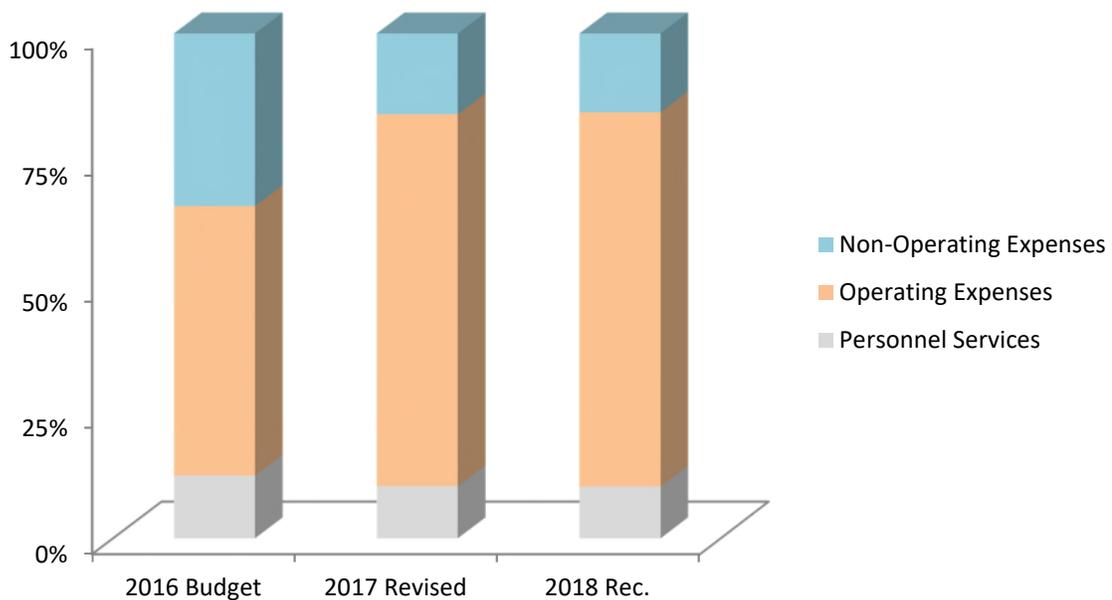
EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	440	WATER & SEWER						
DIV	35	SEWER SERVICES						
535110	SALARIES - EXECUTIVE	-	273,960	76,500	93,250	86,450	103,500	103,500
535120	SALARIES - REGULAR	215,857	500,085	139,755	287,209	100,900	101,659	101,659
535140	SALARIES - OVERTIME	10,008	10,000	10,000	10,000	-	-	-
535210	FICA	16,956	59,980	17,310	29,105	14,332	15,695	15,695
535220	RETIREMENT	21,896	57,785	16,430	33,099	14,089	15,889	15,889
535230	LIFE AND HEALTH	25,455	88,990	25,760	57,443	34,790	18,473	18,473
PERSONNEL EXPENSES		\$ 290,172	\$ 990,800	\$ 285,755	\$ 510,106	\$ 250,561	\$ 255,216	\$ 255,216
535311	EMPLOYEE PHYSICALS	335	500	120	500	500	-	-
535340	OTHER CONTRACTED S	165,517	58,800	50,000	34,000	34,000	155,660	155,660
535341	UNIFORM RENTAL	2,334	1,500	1,500	1,500	1,500	1,500	1,500
535390	CONTINGENCIES	5,275	-	-	-	-	-	-
535391	REIMBURSEMENT - ADMIN	942,500	1,049,550	1,413,875	1,000,000	1,000,000	-	-
535430	ELEC/GAS/WATER	64,171	60,000	60,000	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	2,001,631	2,001,631
535440	RENTALS & LEASES	22,437	18,000	3,500	3,500	3,500	3,500	3,500
535461	REPAIRS - BLDG & EQUIP	1,360	10,000	3,500	3,500	3,500	3,500	3,500
535441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
535442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
535520	OPERATING EXPENSE	49,113	35,000	38,000	20,000	20,000	-	-
535523	MAINTENANCE	-	-	-	-	-	20,000	20,000
535528	SOFTWARE LICENSING	-	2,100	-	-	-	-	-
535541	EDUCATIONAL COSTS	60	1,500	1,500	1,000	-	-	-
535542	DEBT DUE TO MWASD	-	-	-	413,875	413,875	1,505,138	1,505,138
OPERATING EXPENSES		\$ 3,752,725	\$ 3,753,570	\$ 4,271,995	\$ 4,237,875	\$ 4,236,875	\$ 3,796,225	\$ 3,796,225
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	-	-	-	-	-
5356314	SRF PROJECTS - SEWER	-	5,907,235	-	-	-	-	-
5356315	CAIRO LANE	49,533	377,860	-	-	-	-	-
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	-	-	-	-
535916	RESERVE SICK/ACCRU	-	17,500	17,500	17,500	17,500	17,500	17,500
XXXXXX	SEPARATION RESERVE	-	-	-	50,000	50,000	-	-
NON-OPERATING EXP		\$ -	\$ 517,500	\$ 392,500	\$ 67,500	\$ 67,500	\$ 17,500	\$ 17,500
TOTAL SEWER SERVICES		\$ 4,204,888	\$ 12,578,865	\$ 4,950,250	\$ 4,815,481	\$ 4,554,936	\$ 4,068,941	\$ 4,068,941

## Utility Billing

The Utility Billing Division provides customer service, meter reading and utility billing to the general public. Services provided include: assisting in new utility connections, handling customer inquiries and problems, monthly billing and collection of revenues. This division is funded through the Utility Fund, however, the division reports to the Finance Department. However, the City is in the process of transitioning its billing and collection of all its utility billing and collection services over to Miami Dade County.

### Financial Summary

Utility Billing	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	256,642	262,140	281,525	196,554	200,821
<b>Operating Expenses</b>	1,065,192	868,600	1,207,190	1,403,360	1,451,150
<b>Non-Operating</b>	3,435,564	1,023,000	773,000	305,122	305,122
<b>Total</b>	<b>\$4,757,398</b>	<b>\$2,153,740</b>	<b>\$2,261,715</b>	<b>\$1,905,036</b>	<b>\$1,957,093</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

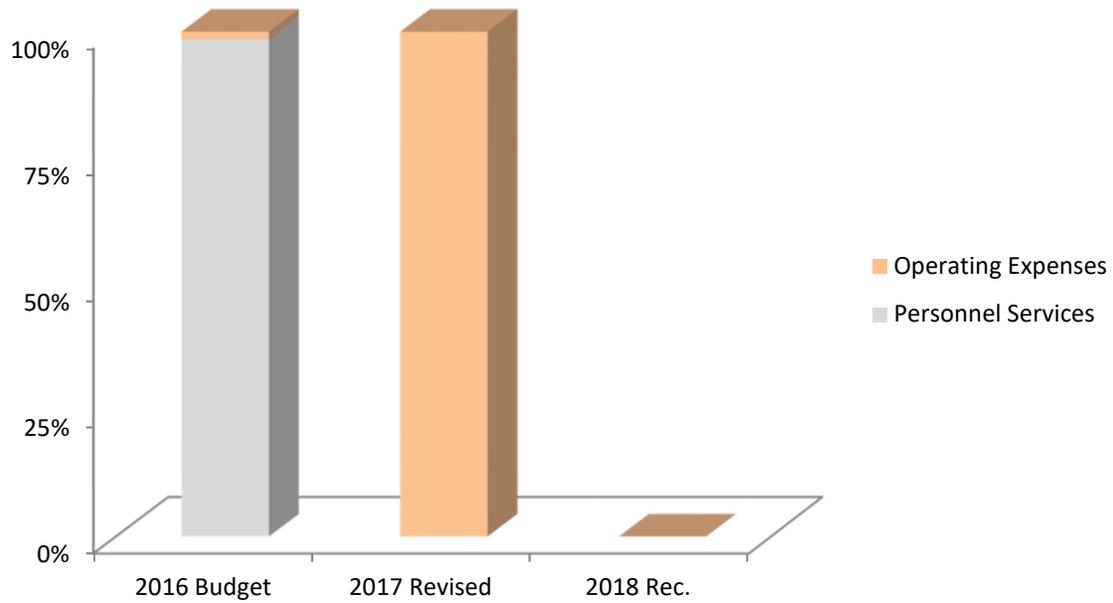
EXPENDITURES BY LINE ITEM			FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
			AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	440	WATER & SEWER							
DIV	61	UTILITY BILLING							
513110	SALARIES EXECUTIVE	2,423	-	-	-	-	-	-	-
513120	SALARIES REGULAR	190,066	192,485	214,740	152,466	151,176	151,168	151,168	
513140	SALARIES - OVERTIME	12,374	7,000	7,000	-	-	-	-	
513210	FICA	15,245	15,260	16,965	11,664	11,565	11,564	11,564	
513220	RETIREMENT	11,193	14,700	16,100	11,465	11,368	11,972	11,972	
513230	LIFE & HEALTH	25,341	32,695	26,720	23,434	22,445	26,117	26,117	
	PERSONNEL EXPENSES	\$ 256,642	\$ 262,140	\$ 281,525	\$ 199,029	\$ 196,554	\$ 200,821	\$ 200,821	
513312	OTHER PROFESSIONAL	7,510	10,000	10,000	-	-	-	-	
513320	ACCOUNTING & AUDIT	65,837	28,000	30,000	55,000	55,000	58,368	58,368	
513340	OTHER CONTRACTED SVC	38,338	39,000	50,000	50,000	50,000	77,020	77,020	
513420	POSTAGE	8,897	25,000	-	5,000	5,000	5,000	5,000	
513430	ELECTRIC GAS & WAT	1,783	1,100	1,700	1,700	1,700	1,700	1,700	
513440	RENTALS & LEASES	38,527	39,000	-	-	-	-	-	
513451	INSURANCE	871,913	700,000	1,087,990	1,282,910	1,282,910	-	-	
513493	GENERAL EXPENSES	12,397	-	10,000	5,000	5,000	-	-	
513441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402	
513442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	1,282,910	1,282,910	
513510	OFFICE SUPPLIES	3,563	3,000	3,000	3,000	2,250	2,250	2,250	
513511	LIEN RECORDING CHARGE	430	5,000	1,000	1,500	1,500	1,500	1,500	
513520	OPERATING EXPENSE	9,900	5,000	-	-	-	-	-	
513528	SOFTWARE MAINTENANCE	5,775	12,500	12,500	-	-	-	-	
513541	EDUCATIONAL COSTS	322	1,000	1,000	-	-	-	-	
	OPERATING EXPENSES	\$ 1,065,192	\$ 868,600	\$ 1,207,190	\$ 1,404,110	\$ 1,403,360	\$ 1,451,150	\$ 1,451,150	
513723	STATE REVOLVING LOAN	50,255	350,000	350,000	305,122	305,122	305,122	305,122	
513734	SUNTRUST LOAN PYMT	44,098	423,000	423,000	-	-	-	-	
513909	TRANS OUT GENERAL	3,125,106	-	-	-	-	-	-	
513913	TRANS OUT CRA FUND	142,821	250,000	-	-	-	-	-	
513970	BAD DEBTS	73,284	-	-	-	-	-	-	
	NON-OPERATING EXP	\$ 3,435,564	\$ 1,023,000	\$ 773,000	\$ 305,122	\$ 305,122	\$ 305,122	\$ 305,122	
	TOTAL UTILITY BILLING	\$ 4,757,398	\$ 2,153,740	\$ 2,261,715	\$ 1,908,261	\$ 1,905,036	\$ 1,957,093	\$ 1,957,093	

# Customer Service

Customer Service handles all customer service calls and requests for service related to all public utilities.

## Financial Summary

Customer Service	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Personnel Services	179,182	135,880	64,540	--	--
Operating Expenses	369	2,500	1,000	500	--
<b>Total</b>	<b>\$179,551</b>	<b>\$138,380</b>	<b>\$65,540</b>	<b>\$500</b>	<b>\$0</b>



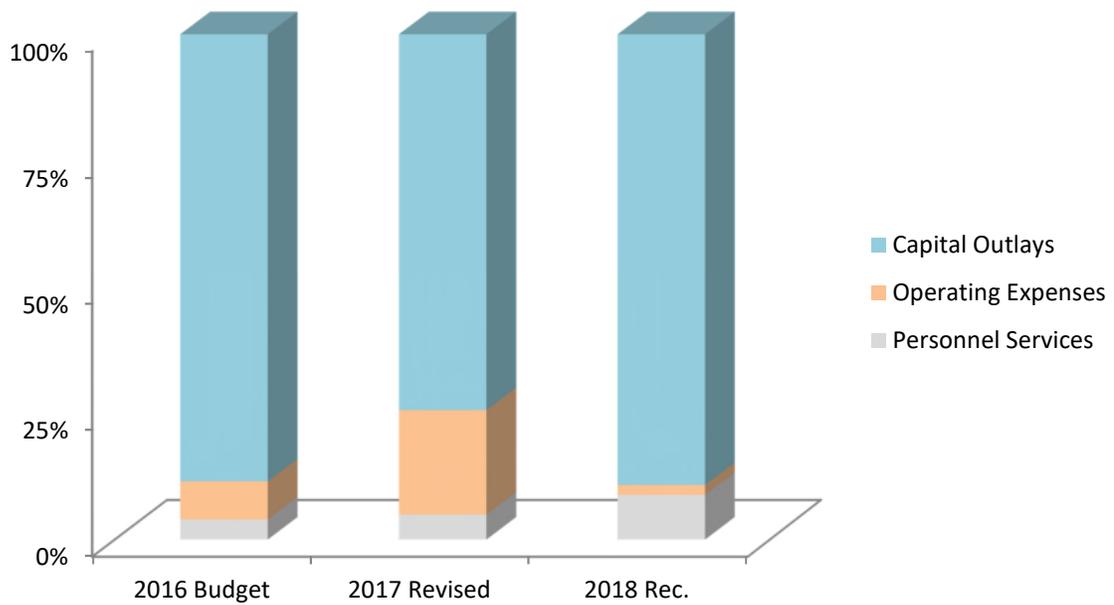
**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	440	WATER & SEWER						
DIV	38	CUSTOMER SERVICE						
533120	SALARIES - REGULAR	140,435	108,555	52,065	52,065	-	-	-
533140	SALARIES - OVERTIME	5,678	-	-	-	-	-	-
533210	FICA	11,034	8,305	3,985	3,983	-	-	-
533220	RETIREMENT	5,089	8,000	3,780	3,780	-	-	-
533230	LIFE AND HEALTH	16,946	11,020	4,710	4,710	-	-	-
	PERSONNEL EXPENSES	\$ 179,182	\$ 135,880	\$ 64,540	\$ 64,538	\$ -	\$ -	\$ -
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	\$ 65,038	\$ 500	\$ -	\$ -

# Water & Sewer Capital

## Financial Summary

Water & Sewer Capital	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Personnel Services	--	--	358,750	153,620	207,743
Operating Expenses	--	--	673,900	642,305	45,296
Capital Outlays	--	--	7,973,445	2,323,596	2,100,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,006,095</b>	<b>\$3,119,521</b>	<b>\$2,353,039</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	440	WATER & SEWER						
DIV	75	CAPITAL PROJECTS						
535110	SALARIES - EXECUTIVE	-	-	79,205	100,000	93,250	114,500	114,500
535120	SALARIES - REGULAR	-	-	201,140	31,990	31,350	45,000	45,000
535210	FICA	-	-	21,445	10,097	9,532	12,202	12,202
535220	RETIREMENT	-	-	20,350	9,926	9,370	19,953	19,953
535230	LIFE AND HEALTH	-	-	36,610	11,374	10,118	16,088	16,088
PERSONNEL EXPENSES		\$ -	\$ -	\$ 358,750	\$ 163,387	\$ 153,620	\$ 207,743	\$ 207,743
535311	EMPLOYEE PHYSICALS	-	-	-	180	180	-	-
535312	OTHER PROFESSIONAL SVC	-	-	638,000	638,000	638,000	-	-
535340	OTHER CONTRACTED S	-	-	-	1,500	1,500	-	-
535400	TRAVEL & PER DIEM	-	-	3,500	3,500	-	-	-
535440	RENTALS & LEASES	-	-	-	1,500	-	-	-
535465	REPAIRS - EQUIPMENT	-	-	-	2,000	-	-	-
535493	GENERAL EXPENSES	-	-	-	1,000	-	-	-
535441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
535442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
535510	OFFICE SUPPLIES	-	-	3,500	3,500	2,625	-	-
535520	OPERATING EXPENSE	-	-	5,000	5,000	-	-	-
535528	SOFTWARE LICENSING	-	-	20,000	20,000	-	-	-
535540	PUBL / SUBSCR/MEMBER	-	-	900	900	-	-	-
535541	EDUCATIONAL COSTS	-	-	3,000	1,500	-	-	-
OPERATING EXPENSES		\$ -	\$ -	\$ 673,900	\$ 678,580	\$ 642,305	\$ 45,296	\$ 45,296
5356304	LIFT STATION 7 IMP	-	-	163,245	163,245	163,245	-	-
5356314	SRF PROJECTS - SEWER	-	-	5,500,000	300,151	300,151	-	-
5356315	CAIRO LANE	-	-	2,300,000	1,850,000	1,850,000	400,000	400,000
5356318	ZONE 6	-	-	-	-	-	600,000	600,000
5356319	ZONE 1 & 2	-	-	-	-	-	700,000	700,000
5356328	BURLINGTON CANAL	-	-	-	-	-	100,000	100,000
535642	OFFICE FURNITURE	-	-	-	2,100	-	-	-
535648	AUTO LEASE / PURCHASE	-	-	10,200	10,200	10,200	-	-
CAPITAL OUTLAY		\$ -	\$ -	\$ 7,973,445	\$ 2,325,696	\$ 2,323,596	\$ 1,800,000	\$ 1,800,000
535992	WORKING CAPITAL RESERVE	-	-	-	-	-	300,000	300,000
NON-OPERATING EXP		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
TOTAL CAPITAL PRJ - WATER & SEWER		\$ -	\$ -	\$ 9,006,095	\$ 3,167,663	\$ 3,119,521	\$ 2,353,039	\$ 2,353,039

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# City of Opa-locka, Florida FY 2017 - 2018

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## Stormwater Management Fund

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This fund is used to account for the provision of Stormwater maintenance and capital improvements to City residents. Divisions/Projects accounted for in this fund include:

- **Stormwater Administration**
- **Capital Projects**

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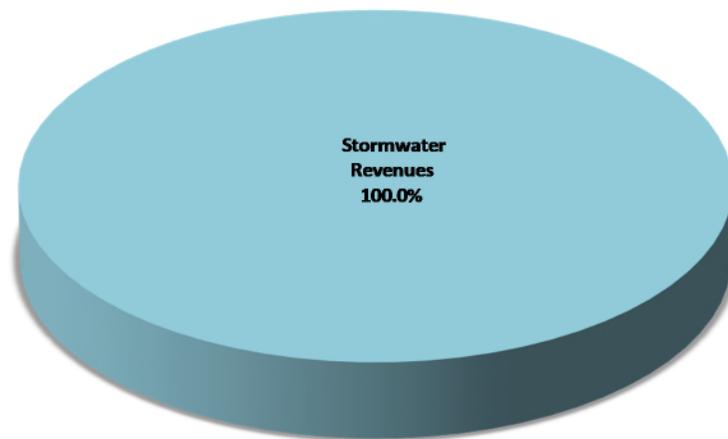
# STORMWATER MANAGEMENT FUND



## STORMWATER FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Federal Grants	\$ -	\$ -	\$ 1,019,413	\$ 1,300,000	\$ 700,000	\$ -
<b>INTERGOVERNMENTAL SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,019,413</b>	<b>\$ 1,300,000</b>	<b>\$ 700,000</b>	<b>\$ -</b>
Stormwater Revenues	\$ 242,628	\$ 268,001	\$ 255,000	\$ 330,000	\$ 275,000	\$ 585,847
<b>CHARGES FOR SERVICES SUBTOTAL =</b>	<b>\$ 242,628</b>	<b>\$ 268,001</b>	<b>\$ 255,000</b>	<b>\$ 330,000</b>	<b>\$ 275,000</b>	<b>\$ 585,847</b>
Stormwater Transfer in - Fund Balance	\$ -	\$ -	\$ 282,070	\$ 520,180	\$ -	\$ -
State Revolving Loan - Stormwater	\$ -	\$ -	\$ 12,238,292	\$ 8,880,360	\$ 3,518,528	\$ -
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,520,362</b>	<b>\$ 9,400,540</b>	<b>\$ 3,518,528</b>	<b>\$ -</b>
<b>GRAND TOTAL STORMWATER FUND =</b>	<b>\$ 242,628</b>	<b>\$ 268,001</b>	<b>\$ 13,794,775</b>	<b>\$ 11,030,540</b>	<b>\$ 4,493,528</b>	<b>\$ 585,847</b>

### FY 2018 ADOPTED REVENUES



# Stormwater Management Fund

## MISSION

Stormwater Management provides stormwater services in an environmentally and financially responsible way with respect to the role of government in protecting the customers' and public's interest.

## PURPOSE

To provide quality stormwater services, 24/7, providing health and safety benefits, ensuring sustainability, and making our City a great place to live and work.

## GOALS

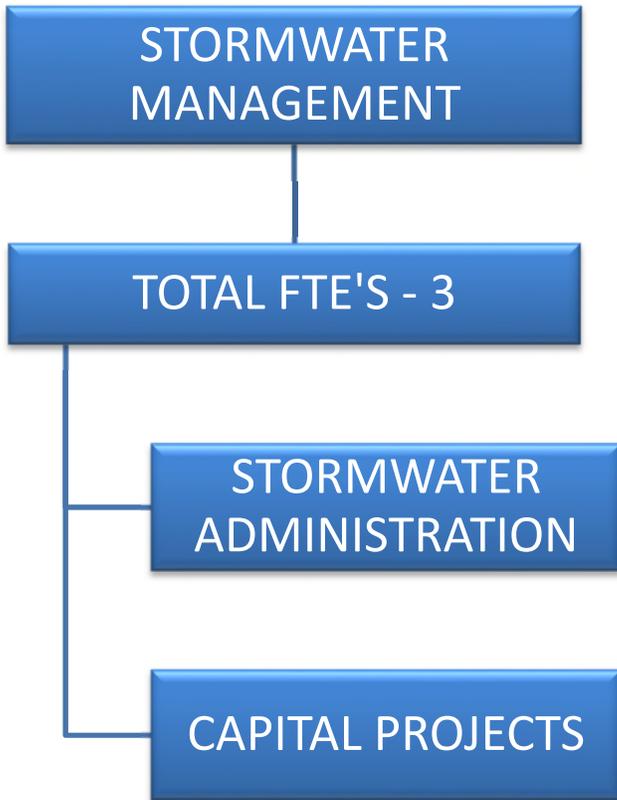
- Provide stormwater service to reduce flooding and improve water quality.
- Maintain stormwater pipes and structures such that flooding does not enter and overwhelm the separate wastewater system and result in wastewater spills.
- Provide all services efficiently and with great customer service.

## RESPONSIBILITIES

To provide stormwater service to the residents and businesses by maintaining City-owned stormwater systems in Opa-locka.

- ✚ 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

# Organizational Chart

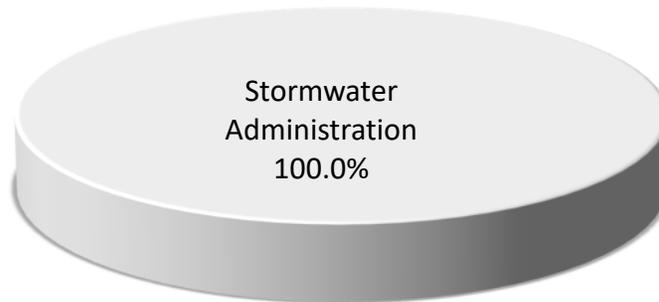


Superintendent	1
Heavy Equipment Operator	2

## Stormwater Management Fund Summary

Stormwater Management Fund	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Stormwater Administration	13,794,775	557,782	585,847
Stormwater Capital Projects	10,368,360	2,850,000	--
<b>Total</b>	<b>\$24,163,135</b>	<b>\$3,407,782</b>	<b>\$585,847</b>

### FY 2018 Stormwater Management Fund



## Stormwater Administration

Stormwater Management Utility was established to provide a dedicated funding source to address the City’s stormwater management needs. Funding from the utility is utilized to maintain compliance with the City’s stormwater permit, protect the environment, and maintain the City’s stormwater structures and to provide for construction of new drainage systems/structures that are outlined in the Stormwater Management Master Plan.

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.

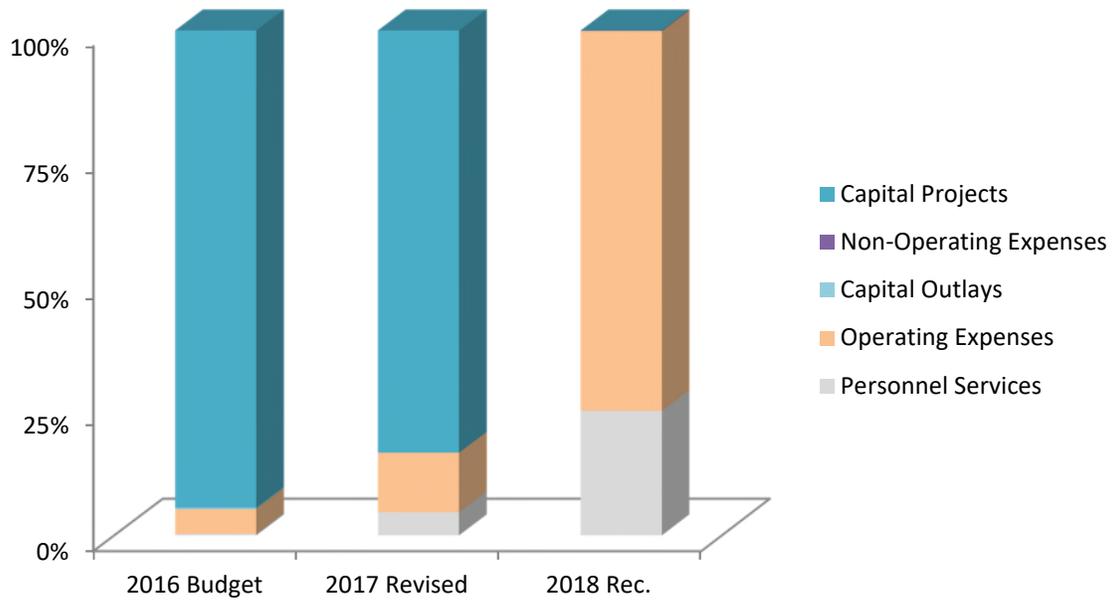
Rates for FY 2017 and thereafter are:

<b>Fiscal Year</b>	<b>Rate/ERU</b>
2017	\$9.00
2018	\$12.00
2019	\$15.50
2020 and after	2% per year

## Financial Summary

<b>Stormwater Administration</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Budget</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>
<b>Personnel Services</b>	54,961	62,030	75,965	156,282	144,339
<b>Operating Expenses</b>	162,139	527,755	393,085	401,500	440,857
<b>Capital Outlays</b>	8,946	16,001	68,020	--	--
<b>Non-Operating Exp.</b>	72,291	96,172	--	--	651
<b>Total</b>	<b>\$298,337</b>	<b>\$701,958</b>	<b>\$537,070</b>	<b>\$557,782</b>	<b>\$585,847</b>

<b>Stormwater Capital</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Budget</b>	<b>FY 2016 Budget</b>	<b>FY 2017 Budget</b>	<b>FY 2018 Budget</b>
<b>Operating Expenses</b>	--	--	788,000	--	--
<b>Capital Projects</b>	--	--	22,838,065	2,850,000	--
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,626,065</b>	<b>\$2,850,000</b>	<b>\$0</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED	Rec.	AMENDED
						BUDGET		BUDGET
FUND	450	STORM WATER MANAGEMENT						
DIV	43	STORM WATER ADMINISTRATION						
538120	SALARIES - REGULAR	29,875	33,439	51,690	85,613	118,227	111,102	111,102
538140	SALARIES - OVERTIME	5,715	4,012	5,000	5,000	-	-	-
538210	FICA	2,529	2,827	4,335	6,549	9,044	8,499	8,499
538220	RETIREMENT	3,581	4,566	4,180	6,438	8,891	8,799	8,799
538230	LIFE AND HEALTH	13,261	17,186	10,760	15,827	20,120	15,939	15,939
	PERSONNEL EXPENSES	\$ 54,961	\$ 62,030	\$ 75,965	\$ 119,427	\$ 156,282	\$ 144,339	\$ 144,339
538312	OTHER PROFESSIONAL	-	600	-	-	-	-	-
538340	OTHER CONTRACTED S	140,237	484,188	346,325	310,000	310,000	20,460	20,460
538341	UNIFORM RENTAL	1,755	1,508	1,500	1,500	1,500	1,500	1,500
538391	REIMBURSEMENT - ADMIN	8,506	13,895	13,330	65,000	65,000	261,561	261,561
538400	TRAVEL & PER DIEM	-	653	-	-	-	-	-
538440	RENTALS & LEASES	-	1,342	-	-	-	74,146	74,146
538451	INSURANCE	1,650	-	10,000	10,000	10,000	-	-
538467	REPAIRS - MACH & EQUIP	-	18,918	10,000	10,000	10,000	10,000	10,000
538441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
538442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	45,788	45,788
538520	OPERATING EXPENSE	8,038	5,165	9,930	5,000	5,000	-	-
538523	SPECIAL SUPPLIES	-	-	-	-	-	5,000	5,000
538541	EDUCATIONAL COSTS	1,953	1,486	2,000	1,500	-	-	-
	OPERATING EXPENSES	\$ 162,139	\$ 527,755	\$ 393,085	\$ 403,000	\$ 401,500	\$ 440,857	\$ 440,857
5386314	SRF PROJECTS - ST WTR	-	-	11,678,200	-	-	-	-
5386315	CAIRO LANE	-	-	879,505	-	-	-	-
5386327	BURLINGTON CANAL	-	-	700,000	-	-	-	-
538640	MACHINERY & EQUIP	8,946	16,001	68,020	-	-	-	-
	CAPITAL OUTLAYS	\$ 8,946	\$ 16,001	\$ 13,325,725	\$ -	\$ -	\$ -	\$ -
538720	INTEREST	-	6,725	-	-	-	-	-
538970	BAD DEBTS	-	6,817	-	-	-	-	-
538980	DEPRECIATION	69,647	81,524	-	-	-	-	-
538991	OPEB OBLIGATION EXP	2,644	1,106	-	-	-	-	-
538992	WORKING CAPITAL RESERVE	-	-	-	-	-	651	651
	NON-OPERATING EXP	\$ 72,291	\$ 96,172	\$ -	\$ -	\$ -	\$ 651	\$ 651
	TOTAL STORM WATER ADMINISTRATION	\$ 298,337	\$ 701,958	\$ 13,794,775	\$ 522,427	\$ 557,782	\$ 585,847	\$ 585,847

**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	450	STORM WATER						
DIV	76	CAPITAL PROJECTS						
538312	OTHER PROFESSIONAL	-	-	788,000	242,775	-	-	-
	OPERATING EXPENSES	\$ -	\$ -	\$ 788,000	\$ 242,775	\$ -	\$ -	\$ -
5386314	SRF PROJECTS - STRM WTR	-	-	6,280,360	-	-	-	-
5386315	CAIRO LANE	-	-	2,200,000	1,750,000	1,750,000	-	-
5386327	BURLINGTON CANAL	-	-	1,100,000	1,100,000	1,100,000	-	-
	CAPITAL OUTLAYS	\$ -	\$ -	\$ 9,580,360	\$ 2,850,000	\$ 2,850,000	\$ -	\$ -
	TOTAL CAPITAL PRJ - STORM WATER	\$ -	\$ -	\$ 10,368,360	\$ 3,092,775	\$ 2,850,000	\$ -	\$ -

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# City of Opa-locka, Florida FY 2017 - 2018

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## Solid Waste Fund

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This fund is used to account for the provision of solid waste disposal services to the City residents. The division accounted for in this fund is:

- **Solid Waste Disposal**

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# SOLID WASTE FUND



## SOLID WASTE FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Waste & Garbage Fees	\$ 975,544	\$ 1,137,874	\$ 1,500,000	\$ 1,205,230	\$ 1,661,231	\$ -
<b>CHARGES FOR SERVICES SUBTOTAL =</b>	<b>\$ 975,544</b>	<b>\$ 1,137,874</b>	<b>\$ 1,500,000</b>	<b>\$ 1,205,230</b>	<b>\$ 1,661,231</b>	<b>\$ -</b>
<b>GRAND TOTAL SOLID WASTE FUND =</b>	<b>\$ 975,544</b>	<b>\$ 1,137,874</b>	<b>\$ 1,500,000</b>	<b>\$ 1,205,230</b>	<b>\$ 1,661,231</b>	<b>\$ -</b>

# Solid Waste Disposal Fund

## **Mission**

The mission of the Solid Waste Operations is to provide residents with avenues for proper disposal of solid waste and recycling of electronic scrap materials and household hazardous waste.

## **Purpose**

To provide avenues for proper disposal and recycling of residential use of electronic scrap materials, special and hazardous waste, as well as resolve complaints in a timely manner.

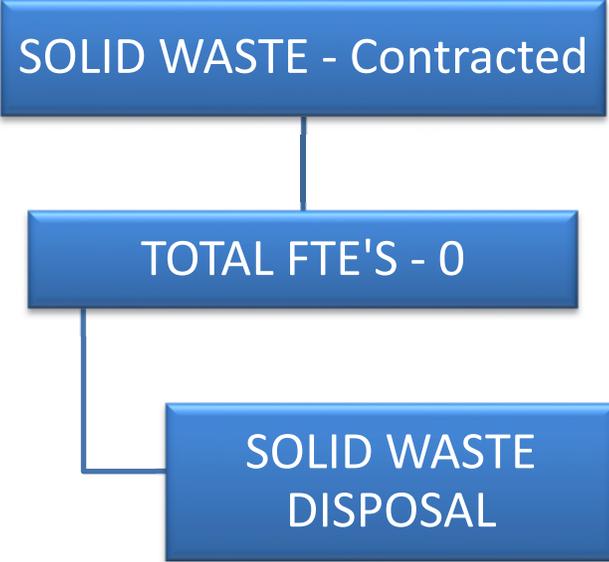
## **Goals**

To provide the oversight for curbside collections of garbage and recycling for residential units, multifamily dwellings and commercial entities, along with bulk waste service for single family, duplex and triplexes with curbside service.

## **Responsibilities**

To ensure the proper disposal of solid waste materials generated throughout the City and resolving associated complaints in a timely manner.

# Organizational Chart



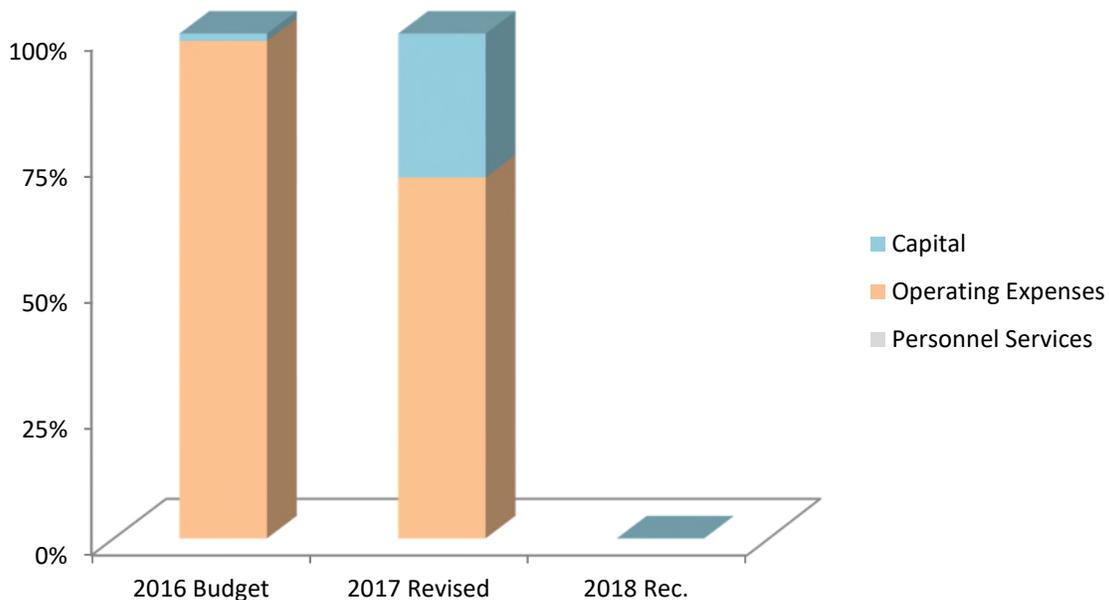
## Solid Waste Disposal

The City has contracted the collection and disposal of residential and recycling services to Miami Dade County, and commercial waste collection to Great Waste and Waste Management. As of 2017, Miami Dade County has taken over the non-ad valorem assessment process. Also, the County’s residential solid waste rates are increasing by \$25 dollars for fiscal year 2018. Moreover, 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.

### Financial Summary<sup>35</sup>

Solid Waste Disposal Operations	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	7,843	32,215	--	--	--
<b>Operating Expenses</b>	1,218,100	1,268,495	1,187,730	1,187,730	--
<b>Non-Operating Ex.</b>	--	199,290	17,500	473,501	--
<b>Total</b>	<b>\$1,225,943</b>	<b>\$1,500,000</b>	<b>\$1,205,230</b>	<b>\$1,661,231</b>	<b>\$0</b>



<sup>35</sup> According to the Feb, 2017 Memorandum of Understanding between the City of Opa-locka and Miami Dade County, waste fee payments received by the County Tax Collector from Opa-locka residential waste customers will be retained by the County as payment for its waste collection service based on the County fee.

**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	410	SOLID WASTE FUND						
DIV	34	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	-	-
534442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	-	-
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	-	-
XXXXXX	OBLIGATION TO COUNTY	-	-	-	456,001	456,001	-	-
534992	WORKING CAPITAL RESERVE	-	-	-	-	-	-	-
	NON-OPERATING EXP	\$ -	\$ 199,290	\$ 17,500	\$ 473,501	\$ 473,501	\$ -	\$ -
	TOTAL SOLID WASTE DISPOSAL	\$ 1,225,943	\$ 1,500,000	\$ 1,205,230	\$ 1,661,231	\$ 1,661,231	\$ -	\$ -

# City of Opa-locka, Florida

## FY 2017 - 2018

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### Internal Service Funds<sup>36</sup>

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These funds are used to account for information technologies and risk management services provided to other departments or agencies of the government, on a cost reimbursement basis. The funds accounted for in the Internal Service Funds include:

- **Information Technology Fund**
- **Risk Management Fund**

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<sup>36</sup> The Information Technology Department and Risk Management Division were budgeted in the General Fund prior to FY 2018.

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# City of Opa-locka, Florida

## FY 2017 - 2018

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### Information Technology Fund

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This fund is used to account for the costs of providing information processing services to the other City departments. The other departments are charged a direct fee for the initial purchase of equipment and a usage fee to cover operating costs of the fund. Departments accounted for in this fund include:

- **Information Technology**

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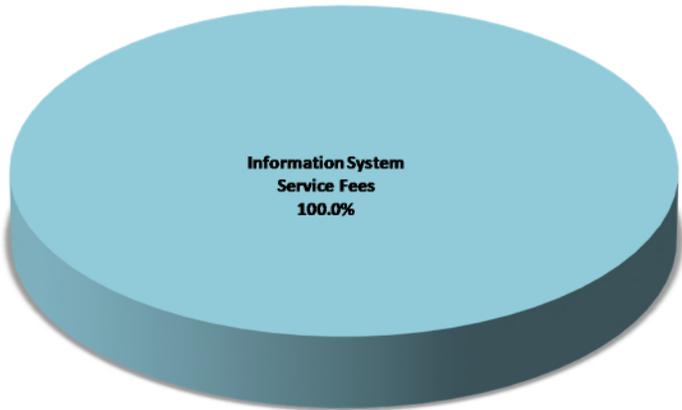
# INFORMATION TECHNOLOGY DEPARTMENT



# INFORMATION TECHNOLOGY FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Information System Service Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 604,864
<b>OTHER SOURCES SUBTOTAL =</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ <b>604,864</b>
<b>GRAND TOTAL INFORMATION TECHNOLOGY FUND =</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ <b>604,864</b>

## FY 2018 ADOPTED REVENUES



# Information Technology Department

## MISSION

The Information Technologies Department's mission is to provide reliable and innovative solutions to City departments. Research, implement and manage new technologies to provide the highest quality technical support and services that are critical in meeting the needs of City staff and the citizens.

## PURPOSE

To provide an environment that integrates people, processes and technology to increase the efficiency and effectiveness of City services.

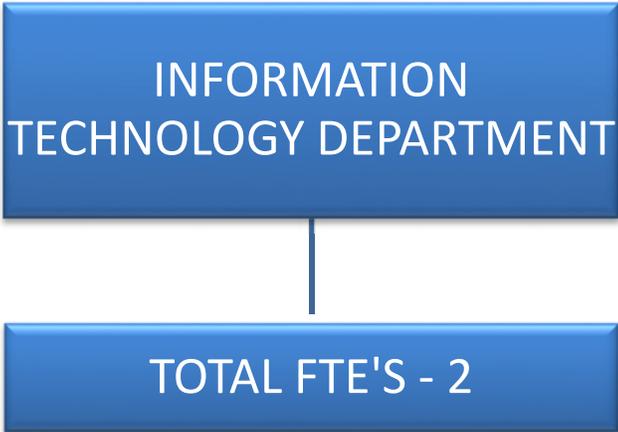
## GOALS

- Provide effective technology support for computer and communication services.
- Develop and maintain highly effective, reliable, secure and innovative information systems.
- Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.
- Provide leadership for effective strategic and tactical planning in the use of technology.
- Provide fast and reliable access to all information systems.

## RESPONSIBILITIES

- Wired and wireless telecommunications and network infrastructure.
- Citywide and departmental business systems/applications.
- Records and information management across our municipality.
- Planning, designing and supporting information/technology strategic direction.
- Provide technology assistance.

# Organizational Chart



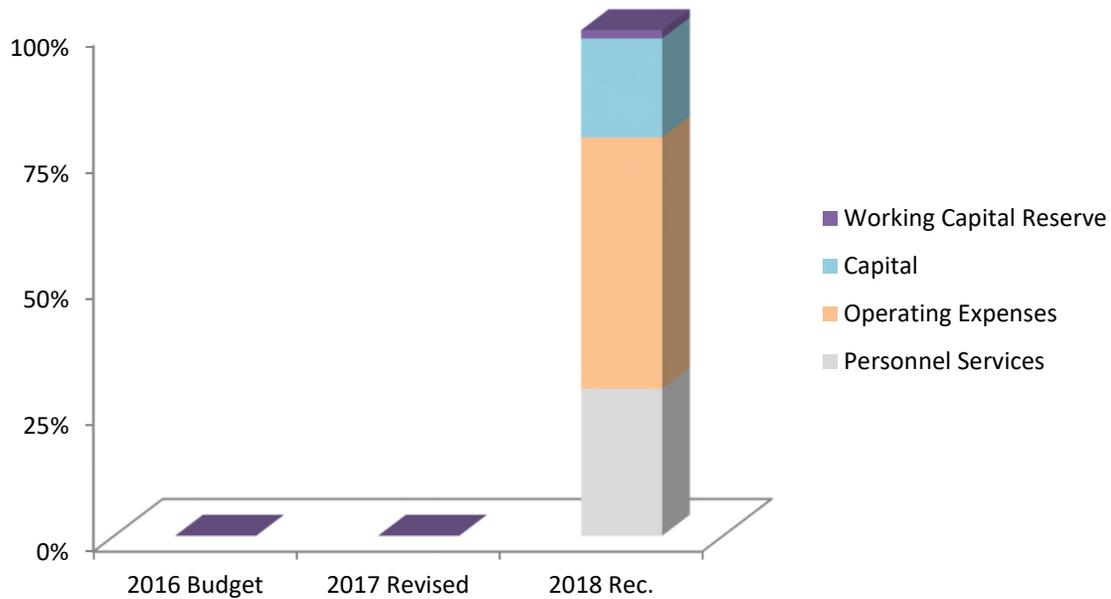
Information Technologies Director	1
Information Technologies Specialist	1

## Information Technology

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.

### Financial Summary

Information Technology Department	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	--	--	--	--	176,211
<b>Operating Expenses</b>	--	--	--	--	300,393
<b>Capital Outlay</b>	--	--	--	--	118,260
<b>Working Capital Reserve</b>	--	--	--	--	10,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$604,864</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	119	INFORMATION TECHNOLOGY FUND						
DIV	85	INFORMATION TECHNOLOGY OPERATIONS						
512110	SALARIES EXECUTIVE	-	-	-	-	-	76,500	76,500
512120	SALARIES REGULAR	-	-	-	-	-	52,250	52,250
512210	FICA	-	-	-	-	-	9,849	9,849
512220	RETIREMENT	-	-	-	-	-	21,511	21,511
512230	LIFE & HEALTH	-	-	-	-	-	16,101	16,101
	PERSONNEL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 176,211	\$ 176,211
512411	TELEPHONE	-	-	-	-	-	81,600	81,600
512413	TELEPHONE - INTERNET	-	-	-	-	-	22,620	22,620
512510	OFFICE SUPPLIES	-	-	-	-	-	75	75
512528	SOFTWARE LICENSING	-	-	-	-	-	169,025	169,025
512442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	27,073	27,073
	OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,393	\$ 300,393
512646	COMPUTER EQUIPMENT	-	-	-	-	-	111,000	111,000
512648	AUTO LEASE/ PURCHASE	-	-	-	-	-	7,260	7,260
	CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 118,260	\$ 118,260
512992	WORKING CAPITAL RESERVE	-	-	-	-	-	10,000	10,000
	NON-OPERATING EXP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000
	TOTAL INFORMATION TECHNOLOGY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 604,864	\$ 604,864

# City of Opa-locka, Florida FY 2017 - 2018

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## **Risk Management Fund**

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This fund is used to account for the City's share of risk insurance premiums. Other funds are billed to cover actual costs of premiums and claims. The Department accounted for in this fund is:

- **Risk Management**

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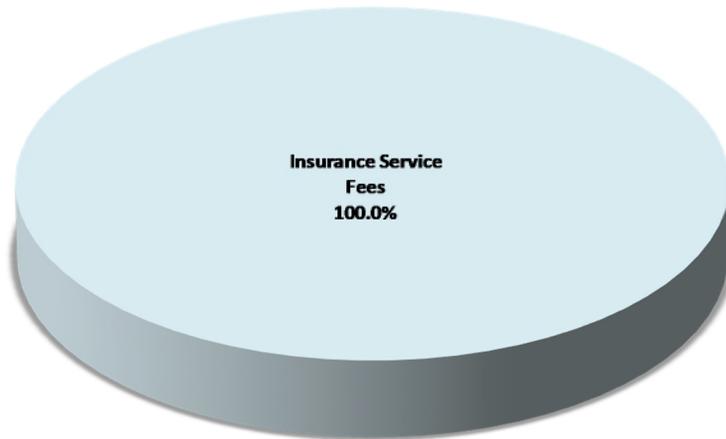
# RISK MANAGEMENT DEPARTMENT



# RISK MANAGEMENT FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Insurance Service Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,902,367
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ 1,902,367</b>				
<b>GRAND TOTAL RISK MANAGEMENT FUND =</b>	<b>\$ -</b>	<b>\$ 1,902,367</b>				

## FY 2018 ADOPTED REVENUES



# Risk Management Department

## MISSION

As the exposure to loss exists on an on continual basis, it is the mission of the Risk Management department to continually study and evaluate such risk with the aid of all departments.

## PURPOSE

Provide a reference source of information for all departments, outlining the general procedures and provisions to be followed by City personnel towards the management of risk.

## GOALS

- ✚ To provide excellent customer service to the employees, residents and visitors of the City.
- ✚ To oversee the safety of employees and efficiently manage any liabilities that the City may encounter.
- ✚ To eliminate or reduce risks if possible, self-assume exposure if practical, or insure risks if suitable insurance protection is available at a reasonable cost.

## RESPONSIBILITIES

- ✚ Worker's Compensation Administration
- ✚ Employee Benefit Administration
- ✚ City Liability Administration
- ✚ Property Insurance

# Organizational Chart

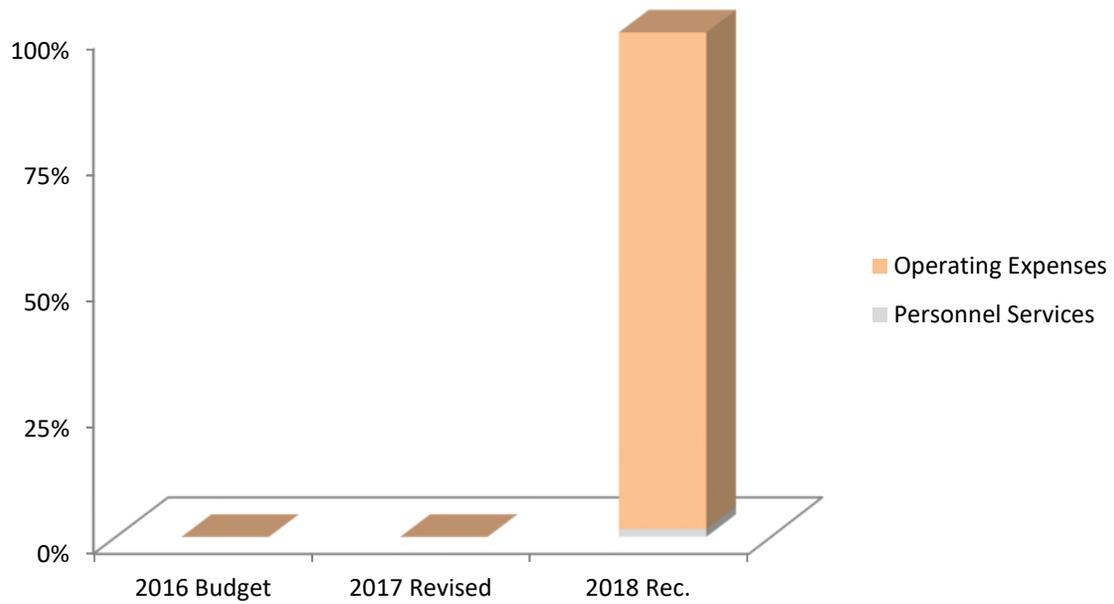


Risk Manager

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## Financial Summary

Risk Management Department	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
Personnel Services	--	--	--	--	29,115
Operating Expenses	--	--	--	--	1,873,252
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,902,367</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	118	RISK MANAGEMENT						
DIV	84	PROPERTY, CASUALTY, WORKERS COMPENSATION						
513110	SALARIES EXECUTIVE	-	-	-	-	-	-	-
513120	SALARIES REGULAR	-	-	-	-	-	22,879	22,879
513210	FICA	-	-	-	-	-	1,750	1,750
513220	RETIREMENT	-	-	-	-	-	1,812	1,812
513230	LIFE & HEALTH	-	-	-	-	-	2,674	2,674
	PERSONNEL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,115	\$ 29,115
513390	CONTINGENCIES	-	-	-	-	-	100,000	100,000
513392	MOTOR VEHICLE CLAIMS	-	-	-	-	-	-	-
513393	PROPERTY DAMAGE CLAIMS	-	-	-	-	-	-	-
513394	GENERAL LIABILITY CLAIMS	-	-	-	-	-	-	-
513420	POSTAGE	-	-	-	-	-	150	150
513240	WORKERS COMP	-	-	-	-	-	12,750	12,750
513250	UNEMPLOYMENT COMP	-	-	-	-	-	40,000	40,000
513245	ACCIDENTAL DEATH	-	-	-	-	-	1,343	1,343
513440	RENTALS & LEASES	-	-	-	-	-	-	-
513451	INSURANCE (PREMIUMS)	-	-	-	-	-	1,696,607	1,696,607
513441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
	OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,873,252	\$ 1,873,252
	TOTAL PROPERTY, CASUALTY, W/C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,902,367	\$ 1,902,367

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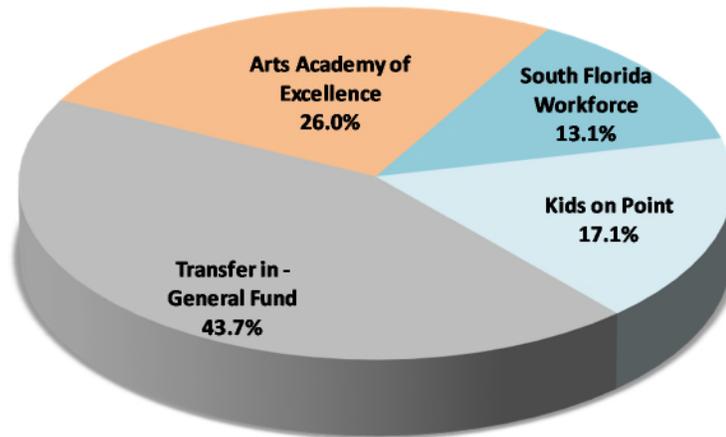
# TOWN CENTER ONE



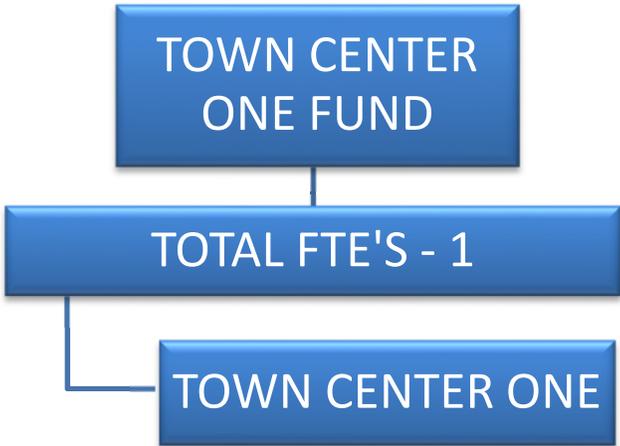
## TOWN CENTER ONE FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Lease & Rental Income	\$ -	\$ -	\$ -	\$ 500,000	\$ 300,000	\$ -
South Florida Workforce	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,321
Grace Academy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Kids on Point	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 99,600
In Touch Logistics	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Arts Academy of Excellence	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 151,392
<b>MISCELLANEOUS SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 327,313</b>
Transfer in - General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 253,868
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ 253,868</b>				
<b>GRAND TOTAL TOWN CENTER ONE FUND =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 581,181</b>

### FY 2018 ADOPTED REVENUES



# Organizational Chart



Carpenter's Helper 1

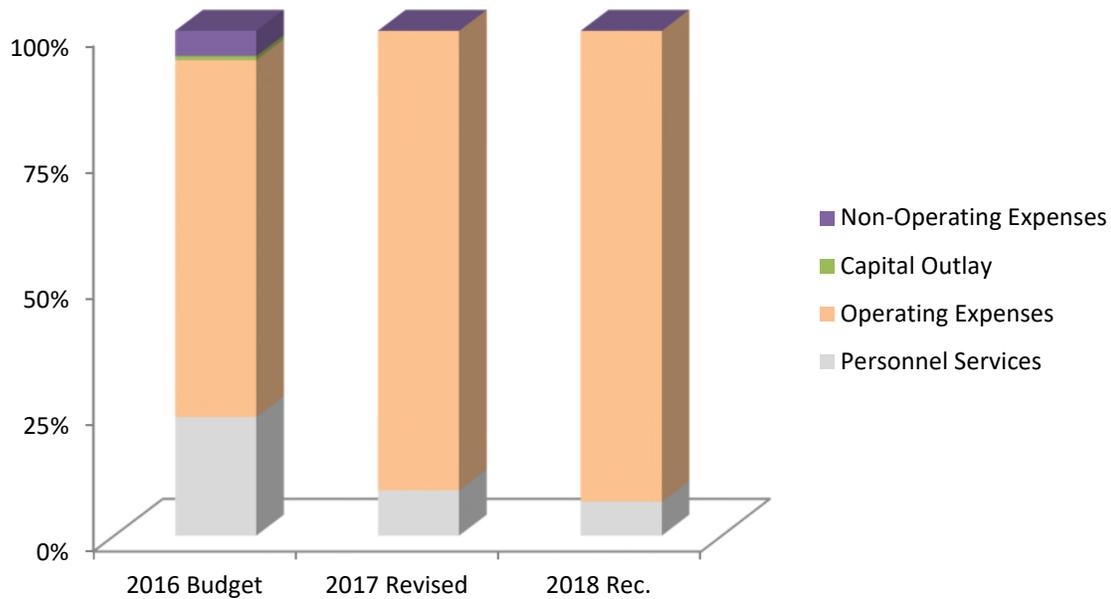
## Town Center One

Town Center One is an 82,000-square foot professional office building. 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. The market rate that was used to determine the sufficiency of the rental amounts was \$17.00/sq. ft. As of July, 2017, City Hall is less than sixty-percent (60%) leased. The City has pledged taxes to repay the \$8.6 million loan utilized to purchase and renovate the building.

Moreover, the Town Center One 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.

### Financial Summary

Town Center One	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Personnel Services</b>	--	--	117,245	37,896	38,951
<b>Operating Expenses</b>	--	--	353,755	385,000	542,230
<b>Capital Outlay</b>	--	--	4,000	--	--
<b>Non-Operating Expenses</b>	--	--	25,000	--	--
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$422,896</b>	<b>\$581,181</b>



**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 ADOPTED	FY 2017	FY 2018	FY 2018
						AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	490	TOWN CENTER ONE						
DIV	62	TOWN CENTER ONE						
519120	SALARIES - REGULAR	-	-	84,180	30,000	28,538	29,120	29,120
519210	FICA	-	-	6,440	2,295	2,183	2,228	2,228
519220	RETIREMENT	-	-	15,310	2,178	2,146	2,306	2,306
519230	LIFE AND HEALTH	-	-	11,315	5,600	5,029	5,297	5,297
	PERSONNEL EXPENSES	\$ -	\$ -	\$ 117,245	\$ 40,073	\$ 37,896	\$ 38,951	\$ 38,951
519312	OTHER PROFESSIONAL	-	-	10,000	10,000	10,000	10,000	10,000
519320	ACCOUNTING & AUDIT	-	-	2,000	-	-	-	-
519340	OTHER CONTRACT SVC	-	-	60,000	55,000	55,000	131,506	131,506
519430	ELECTRIC, GAS, WATER	-	-	25,000	25,000	25,000	40,000	40,000
519440	RENTALS & LEASES	-	-	-	-	-	-	-
519450	INSURANCE	-	-	40,000	40,000	40,000	-	-
519461	REPAIR & MAIN BUILDING	-	-	100,000	100,000	100,000	100,000	100,000
519462	REIMBURSEMENT - ADMIN	-	-	-	-	-	43,538	43,538
519463	REIMBURSEMENT - ADMIN (ELECTRICITY)	-	-	-	-	-	16,890	16,890
519493	GENERAL EXPENSES	-	-	3,900	-	-	-	-
519441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
519442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
519494	REALS ESTATE TAXES	-	-	96,555	155,000	155,000	155,000	155,000
519520	OPERATING EXPENSES	-	-	15,000	-	-	-	-
519540	PUBL/SUBS/MEMBERSH	-	-	300	-	-	-	-
519541	EDUCATIONAL COSTS	-	-	1,000	-	-	-	-
	OPERATING EXPENSES	\$ -	\$ -	\$ 353,755	\$ 385,000	\$ 385,000	\$ 542,230	\$ 542,230
519642	FURNITURE & EQUIP	-	-	4,000	4,000	-	-	-
	CAPITAL OUTLAY	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -
519921	CONTR TO FUND BALANCE	-	-	25,000	25,000	-	-	-
	NON-OPERATING EXP	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -
	TOTAL TOWN CENTER ONE	\$ -	\$ -	\$ 500,000	\$ 429,073	\$ 422,896	\$ 581,181	\$ 581,181

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**City of Opa-locka, Florida**  
**FY 2017 - 2018**

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**Debt Service**  
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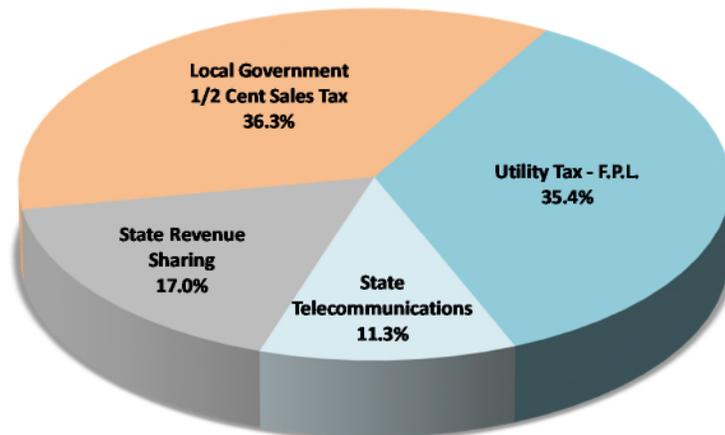
# CAPITAL IMPROVEMENT DEBT SERVICE



# CAPITAL IMPROVEMENT DEBT SERVICE FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Utility Tax - F.P.L.	\$ -	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000	\$ 1,239,020
State Telecommunications	\$ -	\$ -	\$ -	\$ 455,000	\$ 413,406	\$ 393,783
State Revenue Sharing	\$ 550,414	\$ 538,038	\$ 552,705	\$ 603,160	\$ 684,454	\$ 595,196
Local Government 1/2 Cent Sales Tax	\$ 1,056,466	\$ 1,118,017	\$ 1,174,685	\$ 1,291,200	\$ 1,393,822	\$ 1,268,478
<b>TAXES SUBTOTAL =</b>	<b>\$ 1,606,880</b>	<b>\$ 1,656,055</b>	<b>\$ 1,727,390</b>	<b>\$ 3,449,360</b>	<b>\$ 3,591,682</b>	<b>\$ 3,496,477</b>
Debt Proceeds	\$ -	\$ 84,000	\$ -	\$ -	\$ -	\$ -
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ 84,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL DEBT SERVICE FUND =</b>	<b>\$ 1,606,880</b>	<b>\$ 1,740,055</b>	<b>\$ 1,727,390</b>	<b>\$ 3,449,360</b>	<b>\$ 3,591,682</b>	<b>\$ 3,496,477</b>

## FY 2018 ADOPTED REVENUES



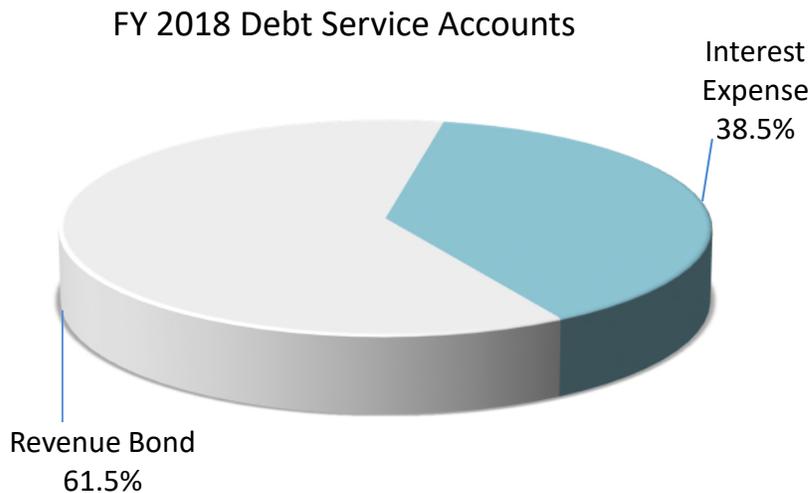
## Capital Improvement Debt Service Accounts

The City has pledged receipts from two revenue streams to re-pay 2011 A&B Capital Improvement Revenue Bonds. The City has also pledged Florida Power & Light and State of Florida Telecommunications Utility Taxes to repay the 2015 Capital Improvement Note. After paying the debt service charges, some of the balance remaining is transferred-out to the General Fund.

In FY 2011, the City refinanced the Series 1994 A 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 for the 2011 A&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 four-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.

### Capital Improvement Debt Service Accounts Summary

Capital Improvement Debt Service	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget
<b>Debt Service Accounts</b>	3,449,360	3,591,682	3,496,477
<b>Total</b>	<b>\$3,449,360</b>	<b>\$3,591,682</b>	<b>\$3,496,477</b>



**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	230	CAPITAL IMPROVEMENT DEBT SERVICE						
DIV	83	DEBT SERVICE						
513710	BOND PRINCIPAL-2011	403,000	416,000	430,000	445,000	445,000	510,000	510,000
513711	BOND PRINCIPAL-2015	-	-	218,915	226,169	226,169	234,270	234,270
513720	BOND INTEREST-2011	235,586	222,855	208,620	193,890	193,890	177,679	177,679
513721	BOND INTEREST-2015	-	-	305,385	297,044	297,044	288,943	288,943
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	2,285,585	2,285,585
TOTAL DEBT SERVICE		<u>\$ 1,721,255</u>	<u>\$ 1,727,390</u>	<u>\$ 3,449,360</u>	<u>\$ 3,591,682</u>	<u>\$ 3,591,682</u>	<u>\$ 3,496,477</u>	<u>\$ 3,496,477</u>

# City of Opa-locka, Florida

## FY 2017-2018

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### Capital Project Funds

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These funds are used to account for the resources accumulated and expenditures made for the acquisition or construction of long term capital assets other than for amounts accounted for in proprietary funds. The Capital Project Funds include all the projects the City wishes to accomplish within the next five fiscal years based on available funding. Funds accounted for within the Capital Project Funds section include:

#### **General Capital Outlay**

- Safe Neighborhood Capital Improvement Fund

#### **Enterprise Capital Outlay**

- Water & Sewer Capital Improvement Fund

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# Capital Improvement Plan Overview

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## Introduction

The City of Opa-locka's Capital Improvement Plan (CIP) is a five-year financial plan for funding the construction, acquisition and rehabilitation of the City's facilities, infrastructure and equipment for projects that exceed \$25,000 in cost with an anticipated life exceeding one year. Although the CIP covers five years, the CIP is prepared annually, previously approved projects are carried forward and their completion schedules adjusted accordingly. All capital projects can be found in Five Year Capital Improvement Plan Section by Funding Source. Each capital improvement project includes several essential components that provide for sufficient information, such as: the project description, funding source, prior year's expenditures, current expenditures and projected expenditures, an illustrative picture or map, as well as the linkage with the Strategic Plan performance objectives.

## Proposed CIP Development Process

The process of preparing the CIP is shared among departments. CIP staff compiles individual department requests for capital improvement projects and updates existing projects with information obtained from the City Engineer, Finance Department and the Budget Administrator. The following are the steps in the CIP development process:

1. City Departments and Divisions:
  - ✚ Assess needs for new facilities or upgrades of existing facilities and infrastructure;
  - ✚ Review existing master plans for project proposals;
  - ✚ Review existing capital projects and CIP cost estimates.
2. The Capital Improvement Program Coordinator compiles a record of all proposed capital projects, which have not been programmed for funding. In addition, the CIP Coordinator reviews all existing capital projects for changes in scope, cost and scheduling.
3. The Budget Administrator and City Engineer review all proposed capital projects and funding requests of departments and divisions and develops recommendations for inclusion in the CIP.
4. The funding policies used to guide the timing and programming of capital improvement projects in the Fiscal Years 2018 through 2022 include but are not limited to the following criteria:
  - ✚ Implements the City of Opa-locka's Comprehensive Plan;
  - ✚ Protects the health and safety of the public;
  - ✚ Maintains prior infrastructure investments;
  - ✚ Maximizes City resources;
  - ✚ Complies with mandates and meet prior commitments;
  - ✚ Identifies as a high priority by the Master Plan;
  - ✚ Complies with Americans with Disabilities Act and/or Leadership in Energy and Environmental Design (LEED) certified;
  - ✚ Complies with the Strategic Plan performance objectives;
  - ✚ Supports economic development.

5. The City Manager holds capital project review meetings to discuss proposed projects, identify funding issues and constraints, and prioritize projects.
6. The City Manager reviews recommendations and develops the final recommended CIP to be presented to the City Commission.
7. The recommended five-year CIP is presented to the City Commission during budget workshops in July. The plan includes the first year of revenues and appropriations, which is referred to as the Capital Budget.
8. The City Commission reviews the recommended CIP and Capital Budget at workshop sessions and may direct changes to be made within any of the five years of the plan.
9. The City Commission approves the CIP and Capital Budget along with the annual operating budget.

### **Impact of Capital Investments on Operating Budget**

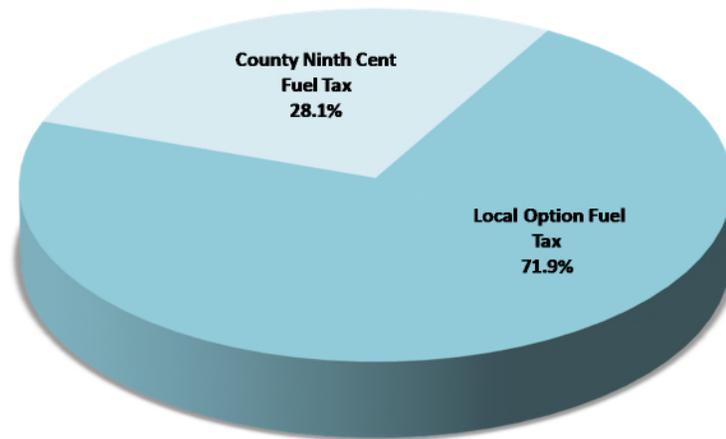
Identifying and determining the impact of capital investments on operating budget is an important aspect in the overall CIP development process. The City's adopted capital budget includes projects for the construction of new buildings and parks and the replacement or rehabilitation of dated City-owned buildings, bridges, parking lots, park amenities, water mains, well fields, membrane elements etc., with modern ones. Such replacements and rehabilitations will significantly improve and expand the City's infrastructure; ensuring the structural integrity of bridges; providing for clean water, and providing for safe and attractive community. Moreover, the overall design standards utilized are geared towards constructing energy efficient facilities. For instance, City's Code of Ordinances requires City-owned buildings to be Leadership in Energy and Environmental Design (LEED) certified ensuring efficiency at different levels.

Capital projects must account for short-term and long-term effects on the City's operating budget (personnel, operating, maintenance, as well as utilities). The effects can be categorized as current and future specific and significant financial increases and/or cost savings from anticipated increases in revenues or facility improvements. However, the total of all likely operating impacts has yet to be determined.

# SAFE NEIGHBORHOOD CAPITAL IMP. FUND REVENUES

Description	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Adopted	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Adopted
Local Option Fuel Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 202,247
County Ninth Cent Fuel Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78,891
<b>TAXES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 281,138</b>
Grant - CDBG Segal	\$ 332,734	\$ 1,028,640	\$ -	\$ -	\$ -	-
Grant - GOB Sherbandy	\$ (316,000)	\$ -	\$ -	\$ -	\$ -	-
Grant - SFRTA (JRAC)	\$ (75,664)	\$ -	\$ -	\$ -	\$ -	-
Grant - GOBI City Hall	\$ -	\$ 559,750	\$ 1,900,000	\$ 1,622,750	\$ -	-
Brownsfield Grant - USPEA	\$ -	\$ -	\$ -	\$ 400,000	\$ -	-
Grant - CDBG ALI BABA	\$ -	\$ -	\$ -	\$ 221,000	\$ 221,000	-
Grant - CDBG 38th Ave.	\$ -	\$ -	\$ -	\$ 319,642	\$ -	-
Historic Preservation Grant	\$ -	\$ -	\$ -	\$ 87,500	\$ -	-
Interest Earned	\$ -	\$ 84	\$ -	\$ -	\$ -	-
State Grant - FDE	\$ 122,304	\$ -	\$ 500,000	\$ -	\$ -	-
<b>INTERGOVERNMENTAL SUBTOTAL =</b>	<b>\$ 63,374</b>	<b>\$ 1,588,474</b>	<b>\$ 2,400,000</b>	<b>\$ 2,650,892</b>	<b>\$ 221,000</b>	<b>\$ -</b>
Bank Loan Proceeds	\$ -	\$ -	\$ 8,500,000	\$ -	\$ -	-
<b>OTHER SOURCES SUBTOTAL =</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL SAFE NEIGHBORHOOD CAPITAL IMPROVEMENT FUND =</b>	<b>\$ 63,374</b>	<b>\$ 1,588,474</b>	<b>\$ 10,900,000</b>	<b>\$ 2,650,892</b>	<b>\$ 221,000</b>	<b>\$ 281,138</b>

## FY 2018 ADOPTED REVENUES



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## Five Year Capital Improvement Plan Summary<sup>37</sup>

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	<b>Fiscal Year</b>	<b>Five Year</b>
	<b>2018</b>	<b>Total 2019-2022</b>
<b>Safe Neighborhood Capital Outlay</b>		
Safe Neighborhood Capital Projects	\$281,138	\$1,124,552
<b>Enterprise Funds Capital Outlay</b>		
Water & Sewer Capital Projects	\$2,100,000	\$0
Stormwater Utility Capital Projects	\$0	\$0
<b>Total All Capital Outlay Funds</b>	<b>\$2,381,138</b>	<b>\$1,124,552</b>

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<sup>37</sup> Outlays only show capital projects budgeted, exclusive of personnel and operating expenses.

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## Safe Neighborhood Capital Improvement Fund

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This section includes the capital plan for the Safe Neighborhood Capital Projects. The Safe Neighborhood Capital Budget in Fiscal Year 2018 (\$281,138) is supported by revenues from local option fuel taxes and the County ninth cent fuel tax. The remaining portion of the Safe Neighborhood Capital Improvement Plan \$1,124,552 (FY 2018-FY 2022) is supported primarily by the same sources of revenues.

*This section is organized in the following manner:*

Five-year Revenue and Appropriation Summary Projects

1. Resurfacing Improvement Program (18-001)

**Safe Neighborhood Capital Revenues**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Local Option Fuel Tax	\$ 202,247	\$ 202,247	\$ 202,247	\$ 202,247	\$ 202,247
County Ninth Cent Fuel Tax	\$ 78,891	\$ 78,891	\$ 78,891	\$ 78,891	\$ 78,891
Budgetary Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVENUES</b>	<b>\$ 281,138</b>				

**Safe Neighborhood Capital Appropriations**

Name	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Resurfacing Improvement	\$ 281,138	\$ 281,138	\$ 281,138	\$ 281,138	\$ 281,138
<b>TOTAL SAFE NEIGHBORHOOD CAPITAL</b>	<b>\$ 281,138</b>				

**Safe Neighborhood Reserves & Transfers**

Working Capital Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 281,138</b>				

# Capital Projects

## Resurfacing Improvement Program (18-001)

**Project Description:** Mill and resurface roadways with one inch of asphalt not addressed by the state revolving loan fund. In 2016, the City commissioned a pavement condition study which ranked all the City's roadways. Roadways are then repaved based on their respective ranking and/or in conjunction with other capital improvement projects initiated by the City. Based on the study conducted by EAC consulting, the City has identified the following streets for milling and resurfacing work. This project will address the roadways that are not included in any of the Zone projects funded by the State Revolving Loans.

- **Jann Avenue** – From Golf Course Blvd. to Ahmad Street (.61 miles).



- **Ahmad Street** – From Sharazad Blvd. to NW 151<sup>st</sup> (.12 miles) and from Ali Baba Ave. to Sharazad Ave. (.42 miles).
- **Kalandar Street** – From Sharazad Blvd. to NW 151<sup>st</sup> Street (.43 miles).
- **Aladdin Street** – From Atlantic Ave. to Burlington Street. (.14 miles) and from Ali Baba Ave. to Fisherman Street (.05 miles).
- **Opa-locka Blvd.** – From Ali Baba Ave. to Sharazad Blvd. (.23 miles).
- **Sinbad Avenue** – From Atlantic Ave. to Opa-locka Blvd. (.12 miles).

**Funding Source:**

	FY 2018 Budget	Revised Budget	YTD Expenditures	LTD Expenses	Balance
Safe Neigh. Fund 320	\$ 281,138	\$ 281,138	\$ -	\$ -	\$ 281,138
<b>Total</b>	<b>\$ 281,138</b>	<b>\$ 281,138</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 281,138</b>

Projected Expenditure	Past Years	FY17	Project Phase					Total
			FY18	FY19	FY20	FY21	FY22	
Construction	\$0	\$0	281,138	281,138	281,138	281,138	281,138	1,405,690
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$281,138</b>	<b>\$281,138</b>	<b>\$281,138</b>	<b>\$281,138</b>	<b>\$281,138</b>	<b>\$1,405,690</b>

**CITY OF OPA-LOCKA**  
**EXPENDITURES BY FUND / DEPARTMENT**  
**FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2018
		AUDITED	ADOPTED	ADOPTED	ADOPTED	AMENDED BUDGET	Rec.	AMENDED BUDGET
FUND	320	SAFE NEIG. CAPITAL IMPROVEMENT						
DIV	44	CAPITAL PROJECTS						
541800	RESURFACING IMPROVEMENTS	-	-	-	-	-	281,138	281,138
541802	SHERBONDY PARK IMP	286,524	-	-	-	-	-	-
541807	RUTLAND ST ROADWAY	56,028	-	-	-	-	-	-
541809	38TH AVE IMPROVEMENTS	-	-	319,642	-	-	-	-
541814	SEGAL PARK IMPROVE	825,248	500,000	-	-	-	-	-
541821	NEW CITY HALL	27,439	8,500,000	-	-	-	-	-
541823	HISTORIC CITY HALL	429,893	1,900,000	1,710,250	700,000	-	-	-
541833	BROWNSFIELD PROJ EXP	-	-	400,000	200,000	-	-	-
541818	CULTURAL CENTER-ALI BABA	-	-	221,000	221,000	221,000	-	-
TOTAL CAPITAL PROJECTS - GEN GOVT		\$ 1,625,132	\$ 10,900,000	\$ 2,650,892	\$ 1,121,000	\$ 221,000	\$ 281,138	\$ 281,138

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## Water & Sewer Capital Improvement Fund

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This section includes the capital plan for the Water & Sewer Capital Projects. The Water & Sewer Capital Budget in Fiscal Year 2018 (\$2,100,000) is supported by revenues mainly from water and sewer fees.

*This section is organized in the following manner:*

### Five-year Revenue and Appropriation Summary Projects

1. Burlington Canal Dredging & Slope Restoration (18-002)
2. Cairo Lane & NW 127<sup>th</sup> Street Roadway Improvement (18-003)
3. Zone 1 & 2 (18-004)
4. Zone 6 (18-005)

# Capital Projects

## Burlington Canal Dredging & Slope Restoration (18-002)

**Project Description:** The Canal bank has to be restored to ensure required slope compliance with the South Florida Water Management District regulations. The slope restoration will enhance public safety, address



surface water quality and will also protect adjacent properties. In addition, the restoration and related dredging will improve the environmental conditions and the surface water and canal aesthetic. The total project cost is \$2,002,000 for which the City was awarded a \$700,000 grant from the Florida Department of Environmental Protection. The remaining \$1,302,000 is the City's required matching portion.

**Funding Source:**

	FY 2018 Budget	Revised Budget	YTD Expenditures	LTD Expenses	Balance
W & S Fund 440	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000
LP 13035	\$ -	\$ 700,000	\$ -	\$ 346,624	\$ 353,376
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 800,000</b>	<b>\$ -</b>	<b>\$ 346,624</b>	<b>\$ 453,376</b>

Projected Expenditure	Past Years	FY17	Project Phase					Total
			FY18	FY19	FY20	FY21	FY22	
Construction	\$346,624	\$0	100,000	--	--	--	--	100,000
<b>Total</b>	<b>\$346,624</b>	<b>\$0</b>	<b>\$100,000<sup>38</sup></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

<sup>38</sup> W & S Funds will be used to draw down the remaining balance with FDEP.

# Capital Projects

## Cairo Lane & NW 127<sup>th</sup> Street Roadway Improvement (18-003)

**Project Description:** The construction project consists of a new two lane concrete roadway with a storm water drainage system that collects the water runoff and discharges it to the canal by means of a treatment

structure. Moreover, it provides a new force-main system in Cairo Lane and a new water-main system in NW 127<sup>th</sup> St. from Cairo Lane to Port Said. The total project cost is estimated at \$5,545,174.05 (includes three (3) changes orders<sup>39</sup> totaling \$414,127.05).



**Funding Source:**

	FY 2018 Budget	Revised Budget	YTD Expenditures	LTD Expenses	Balance
W & S Fund 440	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ 400,000
WW 130301 (Construction)	\$ -	\$ 4,850,206	\$ 365,216	\$ 1,758,962	\$ 3,091,244
DW 130331 (Construction)	\$ -	\$ 260,246	\$ -	\$ 130,280	\$ 129,966
LP 13036	\$ -	\$ 600,000	\$ 218,001	\$ 335,576	\$ 264,424
LP 13037	\$ -	\$ 400,000	\$ 16,740	\$ 92,058	\$ 307,942
<b>Total</b>	<b>\$ 400,000</b>	<b>\$ 6,510,452</b>	<b>\$ 599,956</b>	<b>\$ 2,316,877</b>	<b>\$ 4,193,575</b>

Projected Expenditure	Past Years	FY17	Project Phase					Total
			FY18	FY19	FY20	FY21	FY22	
Construction	\$2,316,877	\$599,956	400,000	--	--	--	--	400,000
Total	\$2,316,877	\$599,956	\$400,000 <sup>40</sup>	\$0	\$0	\$0	\$0	\$400,000

<sup>39</sup> Two (2) change orders are needed for DW 130331 and one (1) for WW 130301. The revised budgets do not reflect the change order amounts.

<sup>40</sup> Water & Sewer funds will be used to draw down the remaining balance with FDEP.

# Capital Projects

## Zone 1 & 2<sup>41</sup> (18-004)

**Project Description:** This project consist of drinking water, waste water, and storm water infrastructure improvements. The total project cost is estimated at \$16,125,882<sup>42</sup>.

**Drinking Water** – To include the replacement of the existing deteriorated potable water system consisting of mainline piping, valves, service connections, water service conversions, tees and various appurtenances required for successful installation and operations in accordance with applicable jurisdictional standards and regulations. These improvements will provide for fire flow protection and operations, and improve the system pressure.



**Waste Water** – To include the replacement, repair and/or lining of the existing deteriorated wastewater system consisting of mainline piping, valves, manholes, laterals, wyes, tees. The project scope will include the SCADA system used to monitor the four (4) pump stations, as well.

**Storm Water** – To include the installation of new storm water system infrastructure consisting of storm drain piping, cross drain piping, catch basins, manholes, curb inlets, end walls, outfall pipes, pavements, sidewalks, ditch bottom inlets, control structures, rip raps, and hydrodynamic separation structures.

Funding Source:	FY 2018	Revised	YTD	LTD	
	Budget	Budget	Expenditures	Expenses	Balance
W & S Fund 440	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ 700,000
WW 130301 (Design)	\$ -	\$ 125,882	\$ -	\$ 125,771	\$ 110
Future SRL (Construction)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 700,000</b>	<b>\$ 825,882</b>	<b>\$ -</b>	<b>\$ 125,771</b>	<b>\$ 700,110</b>

Projected Expenditure	Past Years	FY17	Project Phase					Total
			FY18	FY19	FY20	FY21	FY22	
Construction	\$125,771	\$0	700,000	--	--	--	--	700,000
<b>Total</b>	<b>\$125,771</b>	<b>\$0</b>	<b>\$700,000<sup>43</sup></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700,000</b>

<sup>41</sup> Zone 1 and Zone 2 roadways a highlights in red and blue, respectively.  
<sup>42</sup> Estimated amount does not include SRL monies spent on the planning assessment phase.  
<sup>43</sup> Water & Sewer funds will be used to draw down the remaining balance with FDEP.

**The following outlines the roadways included in zones 1 & 2**

► Priority streets are highlighted in yellow



	ITEM No.	STREETS	DRINKING WATER	WASTEWATER	STORMWATER
Zone 1	1	NW 38th Court		✓	
	2	NW 42nd Avenue	✓		
	3	NW 43rd Avenue	✓	✓	✓
	4	NW 45 Avenue	✓	✓	
	5	NW 46th Avenue	✓	✓	
	6	NW 47th Avenue	✓	✓	
	7	NW 128th Street	✓	✓	
	8	NW 132nd Street	✓		
	9	NW 133rd Street	✓	✓	✓
	10	NW 135th Street		✓	
Zone 2	11	NW 32nd Avenue	✓		
	12	NW 38th Court			✓
	13	NW 38th Avenue		✓	✓
	14	Alexandria Drive	✓	✓	✓
	15	Intersection of NW 127th Street and up to the Canal	✓		
	16	Port Said Road		✓	
	17	NW 132nd Terrace		✓	✓
	18	NW 132nd Street		✓	✓
	19	NW 135 street	✓		
Lift Stations	20	LS 12 & 16		Complete Rehabilitation including SCADA	
	21	LS 14 & 15		SCADA System only	
Total Project Cost:			\$		12,000,000.00

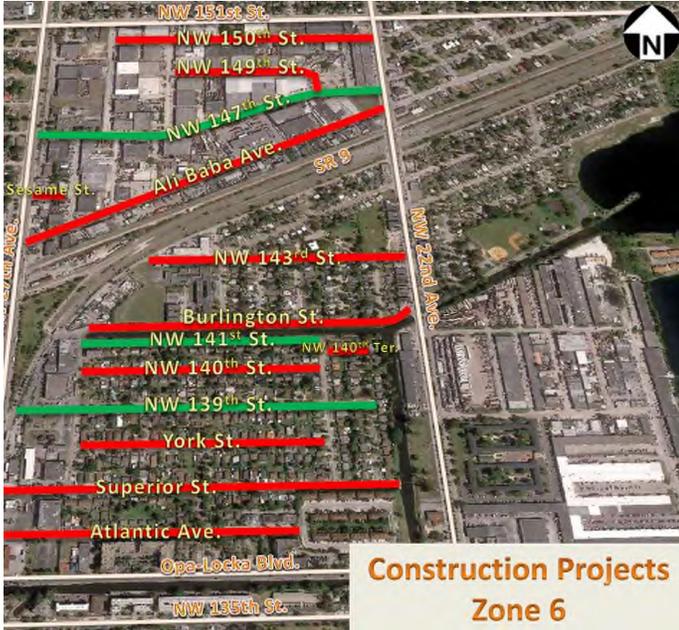


# Capital Projects

## Zone 6 (18-005)

**Project Description:** This project consist of drinking water, waste water, and storm water infrastructure improvements. The total project cost is estimated at \$6,229,374<sup>44</sup>.

**Drinking Water** – To include the replacement of the existing deteriorated potable water system consisting of mainline piping, valves, service connections, water service conversions, tees and various appurtenances required for successful installation and operations in accordance with applicable jurisdictional standards and regulations. These improvements will provide for fire flow protection and operations, and improve the system pressure.



**Waste Water** – To include the replacement, repair and/or lining of the existing deteriorated wastewater system consisting of mainline piping, valves, manholes, laterals, wyes, tees. The project scope will include the SCADA system used to monitor the four (4) pump stations, as well.

**Storm Water** – To include the installation of new storm water system infrastructure consisting of storm drain piping, cross drain piping, catch basins, manholes, curb inlets, end walls, outfall pipes, pavements, sidewalks, ditch bottom inlets, control structures, rip raps, and hydrodynamic separation structures.

Funding Source:	FY 2018	Revised	YTD	LTD	
	Budget	Budget	Expenditures	Expenses	Balance
W & S Fund 440	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ 600,000
WW 130301 (Design)	\$ -	\$ 229,374	\$ -	\$ 228,716	\$ 658
Future SRL (Construction)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 600,000</b>	<b>\$ 829,374</b>	<b>\$ -</b>	<b>\$ 228,716</b>	<b>\$ 600,658</b>

Projected Expenditure	Past Years	FY17	Project Phase					Total
			FY18	FY19	FY20	FY21	FY22	
Construction	\$228,716	\$0	600,000	--	--	--	--	600,000
<b>Total</b>	<b>\$228,716</b>	<b>\$0</b>	<b>\$600,000<sup>45</sup></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>

<sup>44</sup> Estimated amount does not include SRL monies spent on the planning assessment phase.

<sup>45</sup> City funds will be used to draw down the remaining balance with FDEP.

# The following outlines the roadways included in zone 6

- ▶ Priority streets are highlighted in yellow



	ITEM No.	STREETS	DRINKING WATER	WASTEWATER	STORMWATER
Zone 6	1	Atlantic Avenue	✓	✓	✓
	2	Superior Street	✓	✓	✓
	3	York Street	✓	✓	✓
	4	NW 139th Street	✓	✓	✓
	5	NW 140th Street	✓		✓
	6	NW 140th Terrace	✓	✓	✓
	7	NW 141st Street	✓	✓	✓
	8	Burlington Street	✓		
	9	NW 143rd Street	✓		
	10	Ali-Baba Boulevard	✓	✓	✓
	11	Sesame Street	✓	✓	✓
	12	NW 149th Street	✓	✓	✓
	13	NW 150th Street	✓	✓	✓
	14	NW 26th Avenue	✓	✓	✓
	15	NW 24th Avenue	✓	✓	✓
	16	NW 23rd Avenue	✓	✓	✓
	17	NW 22nd Place	✓	✓	✓
	18	NW 23rd Place	✓	✓	✓
	19	NW 23rd Court	✓	✓	✓
	20	NW 22nd Court	✓	✓	✓
	21	NW 27th Avenue	✓		
	22	NW 25th Avenue	✓	✓	✓
	23	NW 24th Court	✓	✓	✓
	24	Frontage Road	✓		
	25	NW 25th Court	✓	✓	✓
	26	NW 131st Street	✓	✓	✓
	27	NW 147th Street (22→27th Avenue)	✓	✓	✓
Lift Stations	28	LS# 2		Complete SCADA System	
	29	LS# 4		Complete SCADA System	
	30	LS# 5		Complete SCADA System	
	31	LS# 8		Complete SCADA System	
Total Project Cost:			\$		6,000,000.00

**CITY OF OPA-LOCKA  
EXPENDITURES BY FUND / DEPARTMENT  
FY 2017 -2018**

EXPENDITURES BY LINE ITEM		FY 2014 AUDITED	FY 2015 ADOPTED	FY 2016 ADOPTED	FY 2017 ADOPTED	FY 2017 AMENDED BUDGET	FY 2018 Rec.	FY 2018 AMENDED BUDGET
FUND	440	WATER & SEWER						
DIV	75	CAPITAL PROJECTS						
535110	SALARIES - EXECUTIVE	-	-	79,205	100,000	93,250	114,500	114,500
535120	SALARIES - REGULAR	-	-	201,140	31,990	31,350	45,000	45,000
535210	FICA	-	-	21,445	10,097	9,532	12,202	12,202
535220	RETIREMENT	-	-	20,350	9,926	9,370	19,953	19,953
535230	LIFE AND HEALTH	-	-	36,610	11,374	10,118	16,088	16,088
	PERSONNEL EXPENSES	\$ -	\$ -	\$ 358,750	\$ 163,387	\$ 153,620	\$ 207,743	\$ 207,743
535311	EMPLOYEE PHYSICALS	-	-	-	180	180	-	-
535312	OTHER PROFESSIONAL SVC	-	-	638,000	638,000	638,000	-	-
535340	OTHER CONTRACTED S	-	-	-	1,500	1,500	-	-
535400	TRAVEL & PER DIEM	-	-	3,500	3,500	-	-	-
535440	RENTALS & LEASES	-	-	-	1,500	-	-	-
535465	REPAIRS - EQUIPMENT	-	-	-	2,000	-	-	-
535493	GENERAL EXPENSES	-	-	-	1,000	-	-	-
535441	INFORMATION TECH CHARGES	-	-	-	-	-	22,402	22,402
535442	INSURANCE SERVICE CHARGES - RISK MGMT	-	-	-	-	-	22,894	22,894
535510	OFFICE SUPPLIES	-	-	3,500	3,500	2,625	-	-
535520	OPERATING EXPENSE	-	-	5,000	5,000	-	-	-
535528	SOFTWARE LICENSING	-	-	20,000	20,000	-	-	-
535540	PUBL / SUBSCR/MEMBER	-	-	900	900	-	-	-
535541	EDUCATIONAL COSTS	-	-	3,000	1,500	-	-	-
	OPERATING EXPENSES	\$ -	\$ -	\$ 673,900	\$ 678,580	\$ 642,305	\$ 45,296	\$ 45,296
5356304	LIFT STATION 7 IMP	-	-	163,245	163,245	163,245	-	-
5356314	SRF PROJECTS - SEWER	-	-	5,500,000	300,151	300,151	-	-
5356315	CAIRO LANE	-	-	2,300,000	1,850,000	1,850,000	400,000	400,000
5356318	ZONE 6	-	-	-	-	-	600,000	600,000
5356319	ZONE 1 & 2	-	-	-	-	-	700,000	700,000
5356328	BURLINGTON CANAL	-	-	-	-	-	100,000	100,000
535642	OFFICE FURNITURE	-	-	-	2,100	-	-	-
535648	AUTO LEASE / PURCHASE	-	-	10,200	10,200	10,200	-	-
	CAPITAL OUTLAY	\$ -	\$ -	\$ 7,973,445	\$ 2,325,696	\$ 2,323,596	\$ 1,800,000	\$ 1,800,000
535992	WORKING CAPITAL RESERVE	-	-	-	-	-	300,000	300,000
	NON-OPERATING EXP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
	TOTAL CAPITAL PRJ - WATER & SEWER	\$ -	\$ -	\$ 9,006,095	\$ 3,167,663	\$ 3,119,521	\$ 2,353,039	\$ 2,353,039

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## Glossary of Terms

<b>Accrual Basis</b>	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.
<b>Ad Valorem Taxes</b>	Property taxes calculated as a percentage of the value of real or personal property. The percentage is expressed in mills (thousands of dollars).
<b>Adopted Budget</b>	The original budget as approved by the City Commission at the beginning of the fiscal year.
<b>Amended Budget</b>	The current budget, resulting from changes to the Adopted Budget. An example of a common change would be a line item transfer of funds.
<b>Americans with Disabilities Act (ADA):</b>	Federal Law passed in 1990 which prohibits discrimination in employment or the provision of services and facilities on the basis of disability.
<b>Amortization</b>	The spreading out of capital expenses for intangible assets over a specific period of time (usually over the asset's useful life) for accounting and tax purposes. Amortization is similar to depreciation, which is used for tangible assets, and to depletion, which is used with natural resources. Amortization roughly matches an asset's expense with the revenue it generates.
<b>Annualize</b>	Taking changes that occurred mid-year and calculating their costs for a full year, for the purpose of preparing an annual budget.
<b>Appropriation</b>	The legal authorization given by the City Commission to make expenditures and incur obligations using City funds.
<b>Assessed Valuation</b>	The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes.
<b>Asset</b>	Resources owned or held by a government which has monetary value.
<b>Authorized Positions</b>	Employee positions, which are authorized in the Adopted Budget, to be filled during the year.
<b>Assumptions</b>	Accepted cause and effect relationships, or estimates of the existence of a fact from the known existence of other fact(s).
<b>Audit</b>	An examination of evidence, including records, facilities, inventories, systems, etc., to discover or verify desired information.

<b>Balanced Budget</b>	A budget is considered balanced when the revenues of all funds equal the expenditures of all funds.
<b>Base Budget</b>	Projected cost of continuing the existing levels of service in the current budget year.
<b>Benchmarking</b>	Determining the quality of products, services and practices by measuring critical factors (e.g. how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.
<b>Bond</b>	Financial obligation for which the issuer promises to pay the bondholder (the purchaser or owner of the bond) a specified stream of future cash flows, including periodic interest payments and a principal repayment. Bonds are primarily used to finance capital projects.
<b>Bond Refinancing</b>	The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.
<b>Budget</b>	A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.
<b>Budget Calendar</b>	A schedule of key dates which the City follows in the preparation, adoption and administration of the budget.
<b>Budgetary Basis</b>	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.
<b>Budgetary Control</b>	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.
<b>Budgetary Fund Balance</b>	The amount available within a fund at the close of a fiscal period which can be carried over as revenue for the upcoming fiscal period.
<b>Capital Assets</b>	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
<b>Cash Basis</b>	A basis of accounting which recognizes transactions only when cash is increased or decreased.
<b>Capital Budget</b>	The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure. The first year of the capital improvement plan includes capital project appropriations and the revenues required to support the projects.

<b>Capital Expenditures</b>	Expenditures related to the acquisition, expansion or rehabilitation of an element of the physical plant of the government – sometime referred to as infrastructure.
<b>Capital Improvement Plan</b>	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. All capital expenditures planned for the next five years. The plan specifies both proposed projects and the resources estimated to be available to fund project expenditures.
<b>Capital Projects</b>	Costs relating to an improvement to an existing structure over \$25,000. 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.
<b>Capital Outlay</b>	Expenditures which result in the acquisition of or addition to fixed assets with a value greater than \$750 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.
<b>Collective Bargaining Agree.</b>	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).
<b>Comprehensive Plan</b>	Mandated by Florida Statutes. All local governments must develop and adopt a Comprehensive Plan to ensure adequate infrastructure to serve population growth and to protect the natural environment.
<b>Constant or Real Dollars</b>	The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time.
<b>Consumer Price Index (CPI)</b>	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).
<b>Contingency</b>	A budgetary reserve set aside for an emergency or unanticipated expenditure. The City Commission must approve all contingency expenditures.
<b>Contractual Services</b>	Services rendered to a government by private firms, individuals, or other government agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

<b>Cost-of-Living Adjustment</b>	An increase in salaries to offset the adverse effect of inflation on compensation.
<b>Debt Service</b>	Payments of principal and interest on obligations resulting from the issuance of bonds according to a predetermined payment schedule.
<b>Deficit</b>	The excess liability of an entity over its assets; or the excess of expenditures or expenses over revenues during a single accounting period.
<b>Department</b>	The basic organizational unit of a government which is functionally unique in its delivery of services.
<b>Depreciation</b>	The noncash expense that reduces the value of assets as a result of wear and tear, age, or obsolescence.
<b>Encumbrances</b>	Commitments of appropriated funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are reduced correspondingly. To encumber funds means to set aside or commit funds for a specified future expenditure.
<b>Enterprise Fund</b>	Fund established to account for operations, which are financed and operated in a manner similar to private enterprises. The intent is that the expense of providing goods or services to the public on a continuing basis (including depreciation) be financed or recovered primarily through user fees. City Enterprise Funds include: Water & Sewer, Solid Waste, Town Center One and the Stormwater Utility.
<b>Estimated Revenues</b>	Projections of funds to be received during the fiscal year.
<b>Expenditures</b>	Cost of goods delivered or services provided, including operating expenses, capital outlays, and debt service. The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
<b>Expense</b>	Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.
<b>Fiscal Policy</b>	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.
<b>Fiscal Year</b>	The 12-month period to which the annual budget applies. The City's fiscal year beings on October 1 and ends September 30.

<b>Fixed Assets</b>	Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.
<b>Franchise Fees</b>	Fees levied by the City in return for granting a privilege, which permits the continual use of public property, such as city streets, and usually involves the elements of monopoly and regulation. Fees assessed on public utility corporations in return for granting a privilege to operate inside the City limits, e.g. water, electricity, cable television.
<b>Fringe Benefits</b>	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.
<b>Full Faith and Credit</b>	A pledge of a government's taxing power to repay debt obligations.
<b>Fund</b>	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources along with all related liabilities and residual equities or balances and related charges. These accounts are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
<b>Fund Balance</b>	Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditure (liabilities, reserves, and carry-over) and other uses for general governmental functions.
<b>GAAP</b>	Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
<b>General Capital Revenue</b>	The utility taxes, interest income and fund balance appropriated to support capital projects within the general capital projects fund capital budget. These projects normally include improvements to public safety facilities, parks, information systems, and general government facilities, none of which produce significant amounts of revenues.
<b>General Fund</b>	The fund used to account for all financial resources except those required to be accounted for in another fund.
<b>General Obligation Bond</b>	This type of bond is backed by the full faith, credit and taxing power of the government.

<b>Goal</b>	A long-term attainable target for an organization. A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
<b>Grants</b>	Contributions of cash or other assets from another governmental agency to be used or expended for a specific purpose, activity, or facility. Grants may be classified as either operational or capital, depending upon the grantee.
<b>Human Capital</b>	The collective skills, knowledge, or other intangible assets of individuals that can be used to create economic value for the individuals, their employers, or their community.
<b>Impact Fees</b>	Funds collected from a developer to fund the improvements required to serve the residents or users of the development. The only impact fee the City currently collects is for parks.
<b>Indirect Cost</b>	A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.
<b>Infrastructure</b>	The equipment, facilities, and other physical assets of a government necessary to provide municipal services (e.g. streets, water, sewer, public building and parks).
<b>Initiative</b>	An introductory act or step; leading action.
<b>Interfold Transfers</b>	The movement of monies between funds of the same governmental entity.
<b>Intergovernmental Revenue</b>	Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.
<b>Interest Earnings</b>	Revenues earned on invested cash.
<b>Internal Service Funds</b>	Funding established for the financing of goods and services provided by one department to other departments within the City on a cost-reimbursement basis. Examples include Central Services, Central Stores, Insurance Services and Vehicle Services.
<b>Inter-fund Transfers</b>	Amounts transferred from one fund to another.
<b>Inventory</b>	A detailed listing of property currently held by the government.
<b>Investment</b>	The action or process of investing money for profit or material result.
<b>Levy</b>	To impose taxes in support of government activities.

<b>Line-item Budget</b>	A budget prepared along departmental lines that focuses on what is to be bought.
<b>Long-term Debt</b>	Debt with a maturity date of more than one year after the date of issuance.
<b>Mil</b>	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.
<b>Millage Rate</b>	One mil equals \$100 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against the value.
<b>Non-Ad Valorem Assessments</b>	Assessments based on the improvement or service cost allocated to a property (Ex: Solid Waste, lighting, or paving assessments) and are levied on a benefit unit basis, rather than on value.
<b>Object of Expenditures</b>	An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.
<b>Objectives</b>	A specific, measurable and observable result of an organization's activity that advances the organization toward a goal achievable within a specific time frame.
<b>Obligations</b>	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.
<b>Operating Budget</b>	A financial plan that presents proposed expenditures for the fiscal year and estimates of revenue to finance them. This portion of the budget pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
<b>Operating Expenses</b>	The cost for personnel, materials and equipment required for a department to function.
<b>Operating Revenue</b>	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.
<b>Ordinance</b>	A formal legislative enactment by the City that carries the full force and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

<b>Pay-as-you-go Basis</b>	A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.
<b>Personnel Services</b>	Expenditures for salaries, wages, and fringe benefits of a government's employees.
<b>Prior-year Encumbrances</b>	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.
<b>Program</b>	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.
<b>Project Contingency</b>	Appropriation set aside for costs, which may arise as a result of conditions undetermined or not recognizable during the initial project scoping phases.
<b>Property Taxes</b>	Used to describe all revenue received in a period from current taxes, delinquent taxes, penalties, and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.
<b>Purpose</b>	A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.
<b>Reserves</b>	Accounts used to earmark funds to be expended for a specific purpose in the future or to set aside budgeted revenues that are not required for expenditure in the current budgeted year.
<b>Resolution</b>	A legislative act by the City with less legal formality than an ordinance. A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.
<b>Resources</b>	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
<b>Revenue</b>	The taxes, fees, charges, special assessments, grants and other funds collected and received by the City in order to support the services provided and financing of government operations.
<b>Revenue Bond</b>	This type of bond is backed only by revenues, which come from a specified enterprise or project, such as a hospital or toll road.

<b>Rolled-back Rate</b>	The tax rate when applied to the current year’s adjusted taxable value, generates the same ad valorem tax revenue as the prior year.
<b>Source of Revenue</b>	Revenues are classified according to their source or point of origin.
<b>Special Revenue Funds</b>	Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specific purposes. Special revenue funds include Special Law Enforcement Trust Funds (LETF), Peoples Transportation Tax, and Community Redevelopment Agency (CRA).
<b>Strategic Plan</b>	A document outlining long-term goals, critical issues and action plans which will increase the organization’s effectiveness in attaining its mission, priorities, goals and objectives.
<b>Tax Base</b>	The total value of all real, personal and centrally assessed property in the City as of January 1 <sup>st</sup> of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.
<b>Taxes</b>	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.
<b>Temporary Positions</b>	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.
<b>Transfers</b>	Transfer of cash or other resources between funds to assist in financing services for the recipient fund.
<b>Trend</b>	A pattern of gradual change in a condition, output, or process, or an average or general tendency of a series of data points to move in a certain direction over time, represented by a line or curve on a graph.
<b>TRIM</b>	Truth in millage (Section 200.065, Florida Statute)
<b>Undesignated Fund Balance</b>	This refers to funds remaining from prior years, which are available for appropriation and expenditure in the current year.
<b>Unencumbered Balance</b>	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.
<b>Unreserved Fund Balance</b>	The portion of a fund’s balance that is not restricted for a specific purpose and is available for general appropriation

<b>User Charges</b>	The payment of a fee for direct receipt of a public service by the person benefiting from the service.
<b>Utility Taxes</b>	Municipal charges levied by the City on every purchase of a public service within its corporate limits, including electricity, gas, fuel, oil, water, and telephone service.
<b>Valuation</b>	An estimated value or worth; appraisal.
<b>VEBA</b>	Voluntary Employees Beneficiary Association, are trusts authorized under IRC 501(c) (9) that allow employers to make tax-deductible contributions to a trust to fund health care benefits or certain other types of employee benefits.
<b>Vision</b>	The act or power of anticipating that which will or may come to be.
<b>Working Capital Reserve</b>	The working capital reserve represents General Fund resources that are for purposes of providing liquidity in the event of future adverse financial conditions.

## Abbreviations and Acronyms

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<b>A</b>	<p><b>AAC</b> – Architectural Appearance Committee  <b>ACH</b> – Automatic Clearing House  <b>ADA</b> - Americans with Disabilities Act  <b>AHAC</b> - Affordable Housing Advisory Committee  <b>ALS</b> – Advanced Life Support  <b>AMI</b> – Automated Meter Infrastructure  <b>ARRA</b> – American Recovery &amp; Reinvestment Act of 2009  <b>AMR</b> – Automated Meter Reading  <b>AWWA</b> – American Water Works Association</p>
<b>B</b>	<p><b>BMAP</b> – Basin Management Action Plan  <b>BRC</b> – Business Resource Center  <b>BSO</b> - Broward County Sheriff’s Office  <b>BTR</b> - Business Tax Receipt</p>
<b>C</b>	<p><b>CAD</b> – Computer Aided Dispatch  <b>CAFR</b> – Comprehensive Annual Financial Report  <b>CATV</b> – Community Access Television  <b>CBS</b> – Concrete, Block &amp; Stucco  <b>CCTV</b> – Closed Circuit Television  <b>CD</b> – Community Development  <b>CDBG</b> - Community Development Block Grant  <b>CEO</b> – Chief Executive Officer  <b>CET</b> – Community Empowerment Team  <b>CERT</b> - Community Emergency Response Team  <b>CFM</b> – Certified Floodplain Manager  <b>CGA</b> – Calvin, Giordano &amp; Associates, Inc.  <b>CHDO</b> – Community Housing Development Organization  <b>CIF</b> – Capital Improvement Fund  <b>CIP</b> - Capital Improvement Plan  <b>CLIP</b> – Commercial Landscaping &amp; Improvement Program  <b>CMOM</b> – Capacity Assurance, Management, Operation and Maintenance  <b>COLA</b> – Cost of Living Adjustment  <b>COPS</b> – Community Oriented Policing Services  <b>CPI</b> – Consumer Price Index  <b>CPR</b> – Cardiopulmonary Resuscitation  <b>CPTED</b> - Crime Prevention Through Environmental Design  <b>CRA</b> - Community Redevelopment Agency  <b>CRP</b> – Capital Replacement Plan  <b>CSIA</b> - Crime Scene Investigative Aide  <b>CVB</b> - Convention &amp; Visitors Bureau</p>

<b>D</b>	<p><b>DARE</b> – Drug Awareness Resistance Education  <b>DEP</b> – Department of Environmental Protection  <b>DJJ</b> – Department of Juvenile Justice (Opa-locka Police Youth Academy)  <b>DMAIC</b> – Define, Measure, Analyze, Improve &amp; Control  <b>DOE</b> – Department of Energy  <b>DOH</b> – Department of Health  <b>DOT</b> - Department of Transportation  <b>DPTOC</b> – Downtown Pompano Transit Oriented Corridor  <b>DRC</b> - Development Review Committee  <b>DROP</b> – Deferred Retirement Option Plan  <b>DUI</b> – Driving Under the Influence</p>
<b>E</b>	<p><b>EAP</b> – Employee Assistance Program  <b>ECL</b> – Erosion Control Line  <b>EDC</b> - Economic Development Council  <b>EDP</b> – Electronic Data Processing  <b>EDR</b> – Economic and Demographic Research  <b>EEOC</b> – Equal Employment Opportunity Commission  <b>EIU</b> – Economist Intelligence Unit  <b>EMMA</b> – Electronic Municipal Market Access  <b>EMS</b> - Emergency Medical Services  <b>EOC</b> - Emergency Operations Center  <b>EPA</b> – Environmental Protection Agency  <b>ERU</b> – Environmental Resource Unit</p>
<b>F</b>	<p><b>FAA</b> - Federal Aviation Administration  <b>FBC</b> - Florida Benchmarking Consortium  <b>FCCE</b> - Flood Control and Coastal Emergency  <b>FDEP</b> – Florida Department of Environmental Protection  <b>FDLE</b> – Florida Department of Law Enforcement  <b>FDOT</b> – Florida Department of Transportation  <b>FEMA</b> – Federal Emergency Management Agency  <b>FIND</b> – Florida Inland Navigation District  <b>FLC</b> – Florida League of Cities  <b>FMLA</b> – Family Emergency Management Association  <b>FONSI</b> – Finding of No Significant Impact  <b>FPL</b> – Florida Power &amp; Light  <b>FRDAP</b> – Florida Recreation Development Assistance Program  <b>FTE</b> – Full Time Equivalent  <b>FWC</b> – Fish &amp; Wildlife Commission  <b>FY</b> - Fiscal Year</p>
<b>G</b>	<p><b>GAAP</b> – Generally Accepted Accounting Principles  <b>GASB</b> – Governmental Accounting Standards Board  <b>GFOA</b> - Government Finance Officers Association</p>

	<b>GIS</b> – Geographic Information System <b>GMP</b> – Good Manufacturing Practice <b>GOB</b> – General Obligation Bond <b>GIU</b> – General Investigative Unit
<b>H</b>	<b>HMO</b> – Health Maintenance Organization <b>HOA</b> - Home Owners Association <b>HOME</b> – Housing Opportunities Made Equal <b>HQ</b> – Headquarters <b>HR</b> – Human Resources <b>HUD</b> – Housing and Urban Development <b>HVAC</b> – Heating, Ventilation & Air Conditioning
<b>I</b>	<b>IAFF</b> – International Association of Fire Fighters <b>ICMA</b> – International City/County Management Association <b>ICW</b> – Inter Coastal Waterway <b>IED</b> – International Enterprise Development, Inc. <b>IT</b> - Information Technology <b>IWRP</b> – Integrated Water Resource Plan
<b>J</b>	<b>JARC</b> – Job Access Reverse Commute <b>JOC</b> – Job Order Contracting
<b>K</b>	<b>KH</b> - Kimley-Horn and Associates, Inc.
<b>L</b>	<b>LAP</b> – Local Agency Program <b>LBTS</b> - Lauderdale-By-The-Sea <b>LCIR</b> – Legislative Committee on Intergovernmental Relations <b>LED</b> - Light Emitting Diode <b>LEED</b> - Leadership in Energy & Environmental Design <b>LEEP</b> – Landscaping & Entranceway Enhancement Program <b>LLEBG</b> – Local Law Enforcement Block Grant <b>LPR</b> – License Plate Readers <b>LS</b> – Lift Station
<b>M</b>	<b>MIT</b> – Mechanical Integrity Test <b>MLK</b> – Martin Luther King <b>MLP</b> – Microbusiness Loan Program <b>MOU</b> – Memorandum of Understanding <b>MPO</b> – Metropolitan Planning Organization <b>MSRB</b> – Municipal Securities Rule Making Board <b>MSTF</b> - Mayor’s Stimulus Task Force <b>MWBE</b> – Minority and Women Business Enterprise
<b>N</b>	<b>NACSLB</b> – National Advisory Council on State and Local Budgeting

	<p><b>NAPOT</b> – Nominal Average Pump Operating Time  <b>NAVD</b> – North American Vertical Datum  <b>NFA</b> - National Fire Academy  <b>NFPA</b> - National Fire Protection Association  <b>NIMS</b> – National Incident Management System  <b>NPDES</b> - National Pollutant Discharge Elimination System  <b>NSP</b> - Neighborhood Stabilization Program</p>
<b>O</b>	<p><b>OCED</b> – Office of Community and Economic Development  <b>OCS</b> – Office of Community Services  <b>OES</b> – Office of Environmental Services  <b>OHUI</b> - Office of Housing &amp; Urban Improvement  <b>OSHA</b> - Occupational Safety and Health Association</p>
<b>P</b>	<p><b>P&amp;Z</b> – Planning &amp; Zoning  <b>PC</b> – Personal Computer  <b>PCE</b> – Programmatic Categorical Exclusion  <b>PM</b> – Project Manager  <b>PNI</b> – Program Not Identified  <b>PO</b> – Purchase Order  <b>PPO</b> – Preferred Provider Organization  <b>PR</b> – Public Relations  <b>PRCA</b> - Parks, Recreation &amp; Cultural Arts Department  <b>PSA</b> - Public Service Announcement  <b>PT</b> – Part Time  <b>PTP</b> – People’s Transportation Plan  <b>PW</b> – Public Works</p>
<b>R</b>	<p><b>R &amp; R</b> – Repair and Replacement  <b>RFP</b> - Request for Proposals  <b>RFQ</b> – Request for Qualifications  <b>RLI</b> - Request for Letters of Interest  <b>RMA</b> - Redevelopment Management Associates  <b>ROW</b> – Right of Way  <b>RRR</b> - Resurfacing, Restoration &amp; Rehabilitation</p>
<b>S</b>	<p><b>SBE</b> – Small Business Enterprise  <b>SEA</b> – Service Efforts and Accomplishments  <b>SEC</b> – Securities and Exchange Commission  <b>SF</b> – Square Foot  <b>SFWMD</b> – South Florida Water Management District  <b>SFRTA</b> – South Florida Regional Transit Authority  <b>SHIP</b> - State Housing Initiatives Program  <b>SLE</b> – Special Law Enforcement  <b>SMS</b> – Short Message Service</p>

	<b>SNP</b> – Safe Neighborhood Parks <b>SOP</b> - Standard Operating Procedures <b>SR</b> – State Road <b>SRF</b> – State Revolving Funds <b>SWOT</b> - Strengths, Weaknesses, Opportunities & Threats
<b>T</b>	<b>TBD</b> – To Be Determined <b>TIF</b> – Tax Increment Financing <b>TOC</b> - Transit Oriented Corridor <b>TOWS</b> - Threats, Opportunities, Weaknesses & Strengths <b>TRIM</b> - Truth in Millage
<b>U</b>	<b>USTA</b> – United States Tennis Association
<b>V</b>	<b>VAWA</b> – Violence Against Women Act <b>VEBA</b> – Voluntary Employee Benefit Association <b>VOCA</b> – Victims of Crime Act
<b>W</b>	<b>WBID</b> – Water Body Identification <b>WOSYEP</b> – Workforce One Summer Youth Employment Program <b>WTP</b> – Water Treatment Plant