City of Opa-locka, Florida
Adopted Budget

Fiscal Year 2018 - 2019

City of Opa-locka, Florida

FISCAL YEAR 2018-2019

Chris Davis
Vice Mayor

Matthew Pigatt
Mayor

Joseph Kelley
Commissioner

Sherelean Bass
Commissioner

Alvin Burke
Commissioner

Yvette J. Harrell, City Manager
Darvin Williams, Assistant City Manager
Joanna Flores, City Clerk
Vincent Brown, City Attorney

Bryan Hamilton, Finance Director
Kierra Ward, Human Resources Director
Nelson Rodriquez, Information Technology Director
Gregory Gay, Community Development Director/CRA Director
Charles Brown, Parks and Recreation Director
Daniel Abia, Building Official/Building and Licensing Director
James Dobson, Police Chief
Aria Austin, Public Works Director/CIP Director
Special Thanks to Giovanni Stephenson, Financial Analyst

FINANCIAL OVERSIGHT BOARD

Eric Miller, Chief Inspector General

Board Members
Andrew R. Collins, Interim Board Chair
J.D. Patterson, Jr., Vice Chair
Frank Rollason
Vernita Nelson
Christian Weiss
Andrew Collins
Angela Knecht
Kim Barnes Mills
Marie C. Walker

Legal
Brian Hunter, Attorney

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Office of the City Manager

Yvette J. Harrell
City Manager

Email: yharrell@opalockafl.gov

City Manager's Revised Budget Memo to be provided. Thanks

ORGANIZATIONAL CHART

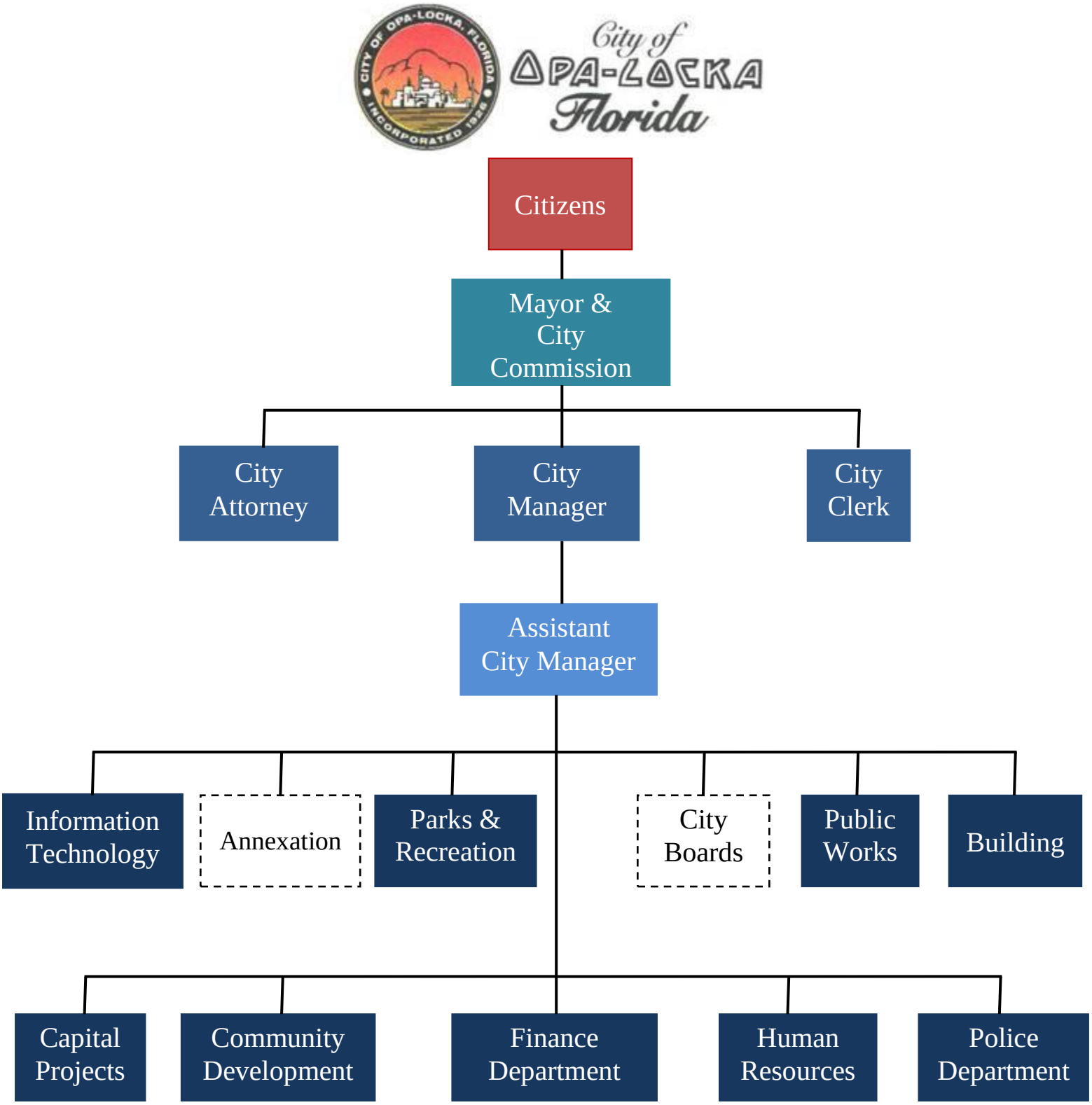

Table of Contents To be updated once the City Manager's Budget Memo is inserted.

Page No.	Section
6	Budget Message
8	Table of Contents
10	Community Profile
12	Miscellaneous Statistics
14	Budget Development Process
17	Financial Policies
21	Fund Descriptions
25	Fund Balance
26	Executive Summary
27	General Government Revenue Estimates
38	General Government Expenditure Estimates
41	Debt Service Funds
41	Capital Projects Funds
44	Enterprise Funds
48	Special Revenue Funds
51	City Commission
55	Office of the City Manager
64	Office of the City Clerk
68	Office of the City Attorney
72	Human Resources
78	Finance
86	Information Technology (IT)
92	Community Development & Planning
100	Building & Licenses
106	Parks and Recreation
112	Police
126	Code Enforcement
131	Community Redevelopment Agency (CRA)
136	Public Works and Utilities
151	Proprietary Funds
160	Capital Projects
166	Glossary
172	Acronyms

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Community Profile

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

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

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

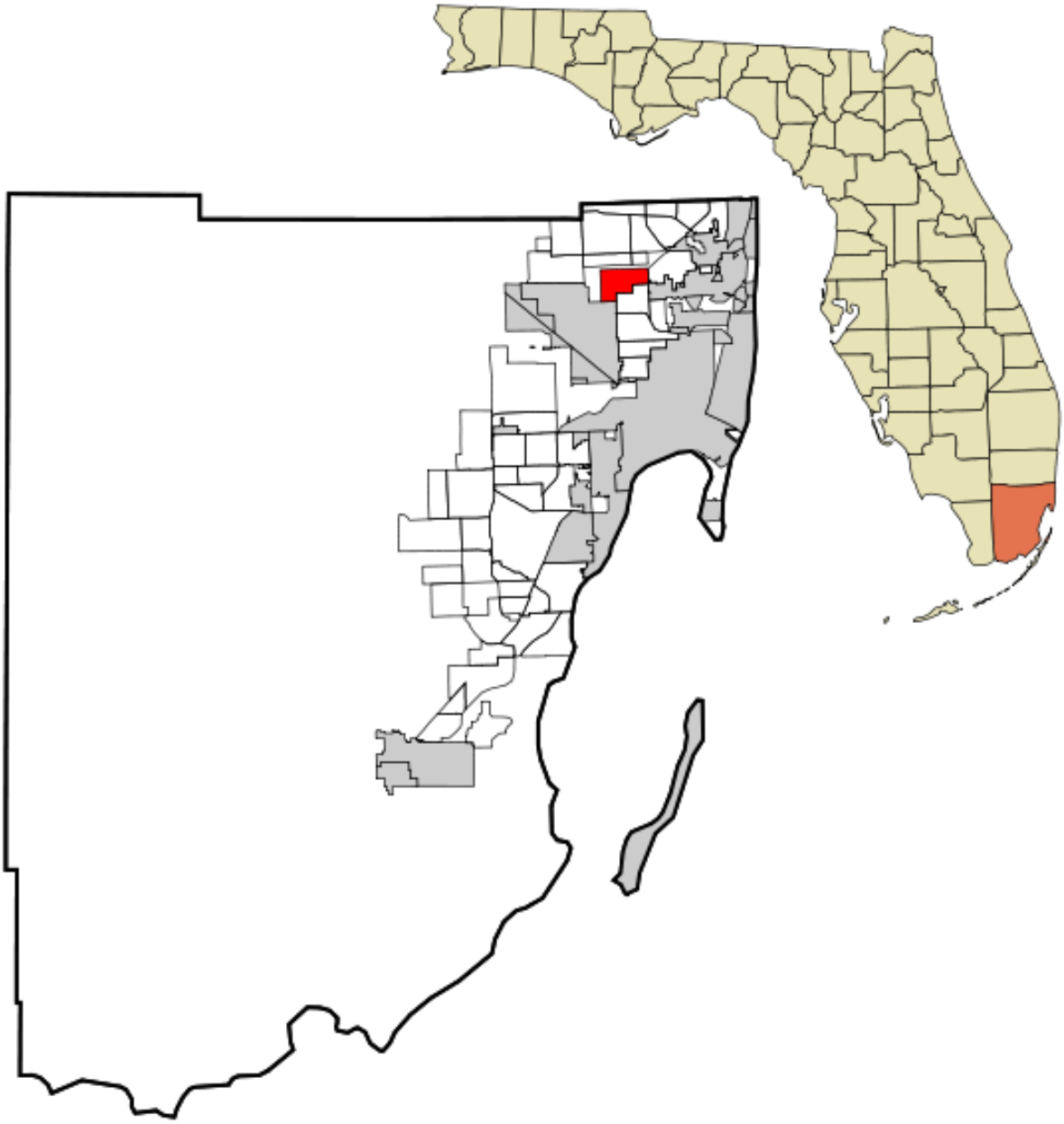
A commission-manager form of government governs the City. The City Commission is comprised of five members; the mayor, vice-mayor, and three commissioners. The City Manager, City Attorney, and City Clerk are appointed by the Commission. Collectively, the appointed officials are responsible for all administrative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

Opa-locka is a progressive City with approximately 142 employees. The City owns and operates three utilities: a water distribution system with customers in the City and adjacent areas, a sewer collection system and a storm water drainage utility serving customers exclusively within the corporate limits. A local franchised contractor handles residential and commercial waste. The City contracts with Miami-Dade County for recycling services. The City provides its own police service. Fire and ambulatory services are provided by Miami-Dade County.

The area's population is relatively young, energetic and willing to assume its place in the labor force. The City's median household income within the corporate City limits is $17,933.

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

Location of City of Opa-locka, Florida



Miscellaneous Statistics

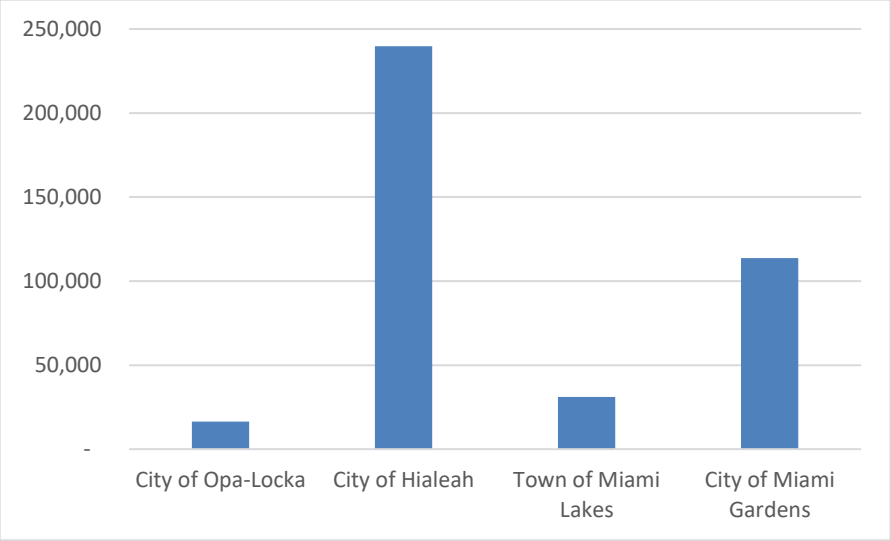
Year of incorporation: 1926

City Hall address: 780 Fisherman Street
Opa-locka, FL 33054

Form of government: Commission/Manager

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

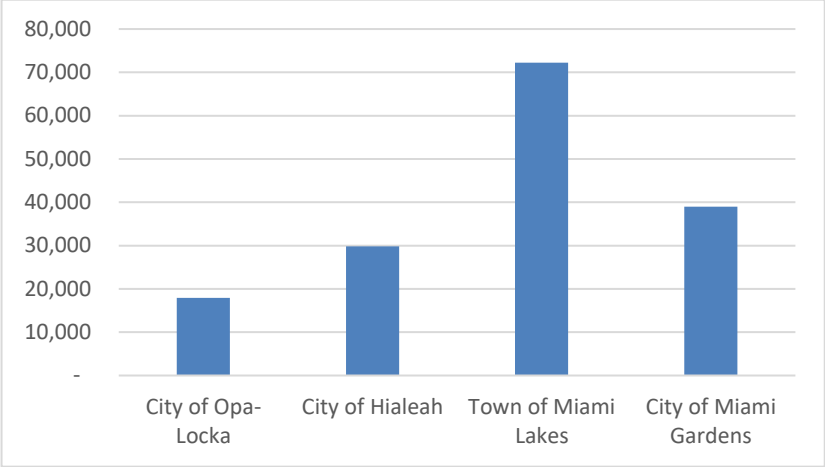
Population, 2017 Estimate	
City of Opa-locka	16,479
City of Hialeah	239,673
Town of Miami Lakes	31,087
City of Miami Gardens	113,750



Race% (2010)	City of Opa-locka	City of Hialeah	Town of Miami Lakes	City of Miami Gardens
White (a)	38.9%	93.6%	93.5%	23.1%
Black (a)	56.1%	2.7%	1.8%	73.3%
Hispanic (b)	43.2%	96.3%	84.3%	25.1%
American Indian & Alaskan Native (a)	0.0%	0.0%	0.0%	0.1%
Asian (a)	1.1%	0.3%	1.3%	0.7%
Hawaiian or Other Pacific Islander(a)	0.0%	0.0%	0.0%	0.1%
Two or More Races	1.2%	0.6%	1.5%	1.1%
White, not Hispanic	2.5%	2.7%	12.3%	3.3%

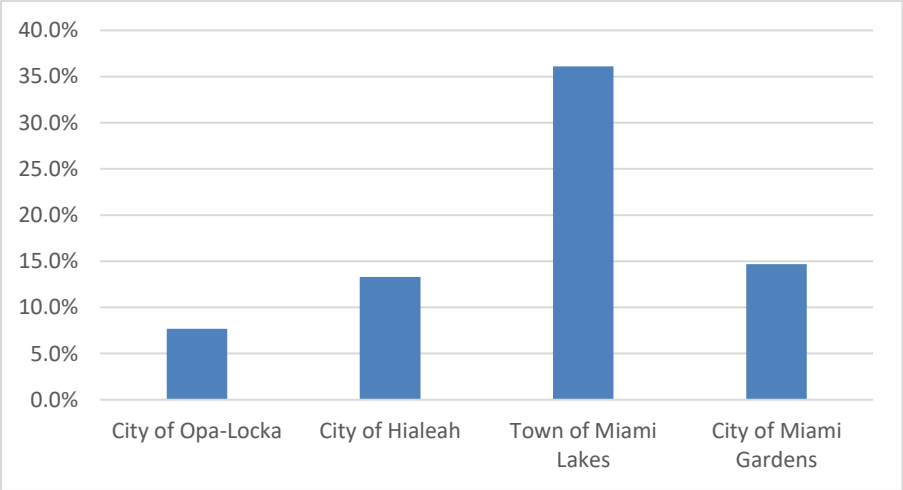
(a) Includes persons reporting only one race.
(b) Hispanics may be of any race, so also included in applicable race categories.

Median Household Income, 2012-2016	
City of Opa-locka	$17,933
City of Hialeah	$29,817
Town of Miami Lakes	$72,225
City of Miami Gardens	$39,012



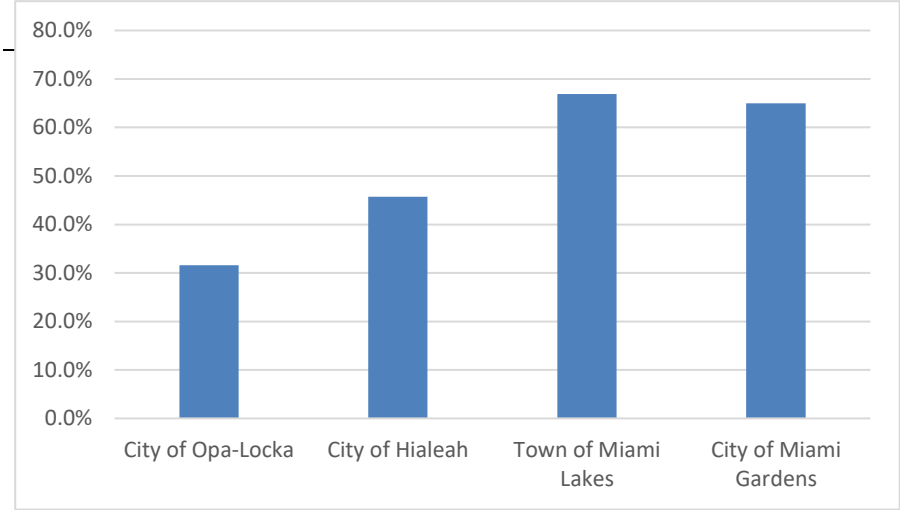
(c)

Bachelor's Degree or Higher, percent of persons age 25+, 2012-2016	
City of Opa-locka	7.7%
City of Hialeah	13.3%
Town of Miami Lakes	36.1%
City of Miami Gardens	14.7%



(d)

Home Ownership Rate, 2012-2016	
City of Opa-locka	31.6%
City of Hialeah	45.7%
Town of Miami Lakes	66.9%
City of Miami Gardens	65.0%



(e)

Budget Development Process

DEVELOPMENT PROCESS

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

BASIS OF BUDGETING

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

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

BUDGET PROCESS

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

The City Manager's proposed budget is considered by the City Commission. At least two public hearings are scheduled. Prior to October 1, the City Commission must adopt a budget and this budget may be the same as that proposed by the City Manager or may contain those amendments which the City Commission approves. After City Commission action, the proposed budget is revised if necessary and is published as

the adopted budget. Once all of these steps are taken, the result is a balanced budget. A budget is considered balanced when the revenues of all funds equal expenditures of all funds. Section 166.241 of Florida Statutes requires that all budgets be balanced.

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

1. The City Manager meets with department heads to outline the general philosophy for the upcoming budget, to discuss financial and economic conditions and to establish budgetary guidelines.

2. The Budget Administrator conducts budget workshops for City departments to discuss and implement budget development schedules, budget forms and procedural guidelines.

3. City departments prepare budget requests and submit them to the City Manager's Office.

4. The Budget Administrator estimates budgetary limits and prepares departmental line-item budgets within the constraints of available revenues. Based on established limits, departments will submit the final copy of their budget request and budget justification detail to the City Manager's Office.

5. On July 1st, the City receives a Certification of Taxable Form (DR 420) from the County's Property Appraiser which indicates the real and personal property values in the City of Opa-locka.

6. The City Manager submits a proposed millage rate and public hearing dates on the proposed budget to the City Commission.

7. The City Manager submits the Proposed Budget to the City Commission.

8. The City advises the County's Property Appraiser and Tax Collector of the proposed millage rate and the day, time and place of the first public hearing.

9. The Property Appraiser mails the notice of proposed property taxes and notification.

10. The first public hearing is held on the tentative budget and proposed millage rate.

11. The second public hearing is advertised.

12. The second public hearing is held to adopt the final millage rate and budget.

13. Upon final adoption, the budget is certified by the City Manager and the City Clerk and filed in the office of the City Clerk.

14. The County's Property Appraiser, the County's Tax Collector, and the State's Department of Revenue are notified within three days after adoption of the budget.

15. The Certification of Compliance with "TRIM", a copy of the adopted millage rate ordinance(s), (general fund, special revenue funds, and proprietary funds), Form DR 420 and the public hearing

advertisements are submitted to the State's Department of Revenue within 30 days after adoption of the budget.

16. The City Manager submits the approved budget to the State.
17. The State Oversight Board has 30 days to recommend amendments to the approved budget.
18. After 30 days, the State Oversight Board sends back a budget with changes deemed necessary.
19. Once the Budget is received from the State Oversight Board, the City then has 30 days to adopt amendments provided and ask for any clarification.
20. Oversight recommendations are reviewed by City Commission and City Manager.
21. Budget with recommended changes are presented to City Commission at Budget Workshop.
22. Budget Amendment 1st hearing.
23. Budget Amendment 2nd hearing.
24. Approved budget amendment is submitted to the State Oversight Board.

FY 2018-2019 BUDGET CALENDAR

March Distribute Budget Manual and corresponding budget documents to Departments	March , 2018
Department's budgets are due to the City Manager's Office	March30, 2018
Internal Service Departments meet with the City Manager's Office	April 9, 2018
City Manager hold meetings with Departments to discuss budgets	April 16, 2018
Budget Administrator submits balanced budget to City Manager & Directors	April 27, 2018
Proposed Millage Rate and General Fund Budget – Budget Workshop	May 22, 2018
Property Appraiser notifies taxing authorities of the estimated taxable value	June 1, 2018
Property Appraiser submits Certification of Values to Ad-Valorem taxing authorities	July 1, 2018
Distribution of the Proposed FY19 Budget to Council and Financial Emergency Board	July 14, 2018
Budget Workshops with City Commission to Present Proposed Budget	July 19-21, 2018
Taxing authorities to certify RBR, Millage Rate, and time and date of 1st public hearing	August 4, 2018
Submit the Proposed FY19 Budget with Amendments, if any, to Council for August 13th	August 10, 2018
Budget Workshop to discuss the FY2019 Proposed Budget	August 13, 2018

1st Public Budget Hearing for adopting the tentative budget and non-ad valorem	September 12, 2018
2nd Public Budget Hearing for adopting the tentative budget hearing	September 26, 2018
Budget approved	October 19, 2018
Submission of Approved Budget to Governor's Office for Review	
Review Budget with Board	
Board Budget Meeting - Follow-up	
Receive Governor's designee recommendations	
Governor's Designee recommendations incorporated and presented to commission at Budget Workshop	
FY 2018-2019 Begins	October 1, 2018

Financial Policies

AMENDMENT PROCESS

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

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, but debt is limited by the City's revenue. Debt is used for a variety of purposes and in a variety of ways. The principal use of debt by the City has been for making capital expenditures. Because the use of public capital stretches over many years, it is appropriate that those who enjoy the benefits should also pay the costs. This general principal of intergenerational equity, however, must be applied cautiously. The public capital of one generation may be regarded as a dubious asset by the next. Why should those who did not choose to make the expenditure pay for them? Any capital expenditures, the continuing merit of which is in doubt, might more appropriately be paid for by those who chose to make the expenditure. Moreover, this reservation accords with financial conservatism as public debt based on unwanted capital expenditures is not of very good quality. Another more pragmatic qualification to this general principle is that short lived capital expenditures may be more easily and appropriately fitted into current budgets than paid for by borrowing.

The City's long-term capital improvement debt as of October 1, 2018 is as follows:

LONG-TERM DEBT GOVERNMENTAL

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

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

(b) Series 2015 Capital Improvement Revenue Note("2015 Note")– for $8,600,000, bearing interest at a rate from 2.65% to 4.25% with a maturity date of July 1, 2025, and are payable by a lien on pledged revenues as defined by the terms of the Series 2015 Note agreement.

LONG-TERM DEBT ENTERPRISE

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

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

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

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

- State Revolving Loan Note Project No. WW130301 for $6.531 million, interest-free, due in forty (40) semi-annual payments of $166,545, from July 15, 2018 through June 15, 2032, including interest, secured by a lien on pledged revenues as defined by the State Revolving Fund loan agreement.

- State Revolving Loan Note Project No. DW130330 - for $240,000, bearing interest at a rate of 2.53%, due in forty (40) semi-annual payments of $8,046, from October 15, 2016 through April 15, 2028, including interest, secured by a lien on pledge revenues as defined by the State Revolving Fund loan agreement.

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

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

SUMMARY OF DEBT COVENANTS

Series 2011A and Series 2011B Capital Improvement Revenue Bonds for debt service is provided by a pledge of guaranteed state revenue sharing funds and the half-cent sales tax. Reserves must be maintained equal to the maximum bond service requirement. At September 30, 2018 the City had on deposit with the trustee for these bonds, a reserve account insurance policy which unconditionally and irrevocably guarantees the full and complete payment required to be made by or on the behalf of the City.

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

Pledged Revenues - the City's agreement under the State of Florida Revolving Loan Fund Program requires the City to generate pledged revenues, as defined by the agreement, from the services furnished by its water and sewer systems equal to, or exceeding 1.15 times the sum of the semi-annual loan payments. As of September 30, 2018 the City is in compliance with this requirement.

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

RESERVE POLICY

The reserve policy is approved by the City Commission and implemented by the 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 that 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 and

seventeen thousand five hundred dollars ($17,500) in the Water and Sewer 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.

CAPITAL IMPROVEMENT PLAN (CIP)

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

5 YEAR FINANCIAL RECOVERY AND STABILIZATION PLAN

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

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

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

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

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

GOVERNMENTAL FUND TYPES

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

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

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

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

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

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

GENERAL FUND

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

SPECIAL REVENUE FUNDS

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

Police – Special Law Enforcement Revenue Fund – This fund is used to account for the proceeds from the State's Special Law Enforcement Trust fund, fines and forfeitures.

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

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. This fund is inactive.

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. This fund is inactive.

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

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

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

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

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

Town Center – This fund is used to account for the rental income and expenses of the City's Administrative Office Complex. The facility is an 82,000 square foot professional office building. The City occupies less than 40% of the building and the remaining 60% is rentable and taxable. The rent collected will be used to repay the $8.6 million bond utilized to purchase and renovate the building. This fund was in the Special Revenue fund and has been moved to the General Fund.

DEBT SERVICE FUND

The fund accounts for the repayment of the Series 2011A&B Capital Improvement Revenue Bonds and the Series 2015 A&B Capital Improvement Note. At October 1, 2018, the annual requirement to amortize the 2011 A&B and the 2015 A&B debts were as follows:

2011A&B Series

	PRINCIPAL	INTEREST	TOTAL
2019	527,000	159,956.85	686,956.85
2020	545,000	141,635.25	686,635.25
2021	564,000	122,683.90	686,683.90
2022	583,000	103,086.25	686,086.25
2023	603,000	82,817.05	685,817.05
2024	624,000	61,831.60	685,831.60
2025	645,000	38,608.25	683,608.25
2026	670,000	13,031.50	683,031.50

2015A&B Series

	PRINCIPAL	INTEREST	TOTAL
2019	243,390	279,823	523,213
2020	252,140	271,073	523,213
2021	261,221	261,992	523,213
2022	280,610	258,542	539,153
2023	270,465	236,808	507,273
2024	290,584	232,629	523,213
2025	301,125	222,088	523,213
Thereafter	5,966,111	-	5,966,111

CAPITAL PROJECTS FUNDS

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

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

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

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

PROPRIETARY FUNDS

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

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

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

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

FUND BALANCE

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

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

A major indicator of a City's financial fiscal health is the reserve balance in the General Fund. The Government Finance Officers Association (GFOA) recommends maintaining an unreserved fund balance in the General Fund of no less than five to fifteen percent of regular operating expenses, or of no less than one to two months of regular operating expenditures, for all general-purpose governments, regardless of size.

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

- A percentage of the Finance Department administration and the Public Works Department administration time that supports Enterprise Fund activities.
- The City Manager's staff time will be allocated to the Enterprise Funds based on the proportion of the Enterprise Funds budget to the total budget.
- The Accounts Payable Clerk and the Purchasing Officer's time will be allocated based on the number of checks printed and purchase orders issued.
- The Human Resources staff time will be allocated based on the number of employees in the Enterprise Funds.
- The City Clerk's office based on the number of resolutions and ordinances developed pertaining to those funds.
- The Code Enforcement Division based on the number of citations written.

FY 2018-2019 BUDGET BY MAJOR AND NON-MAJOR FUND

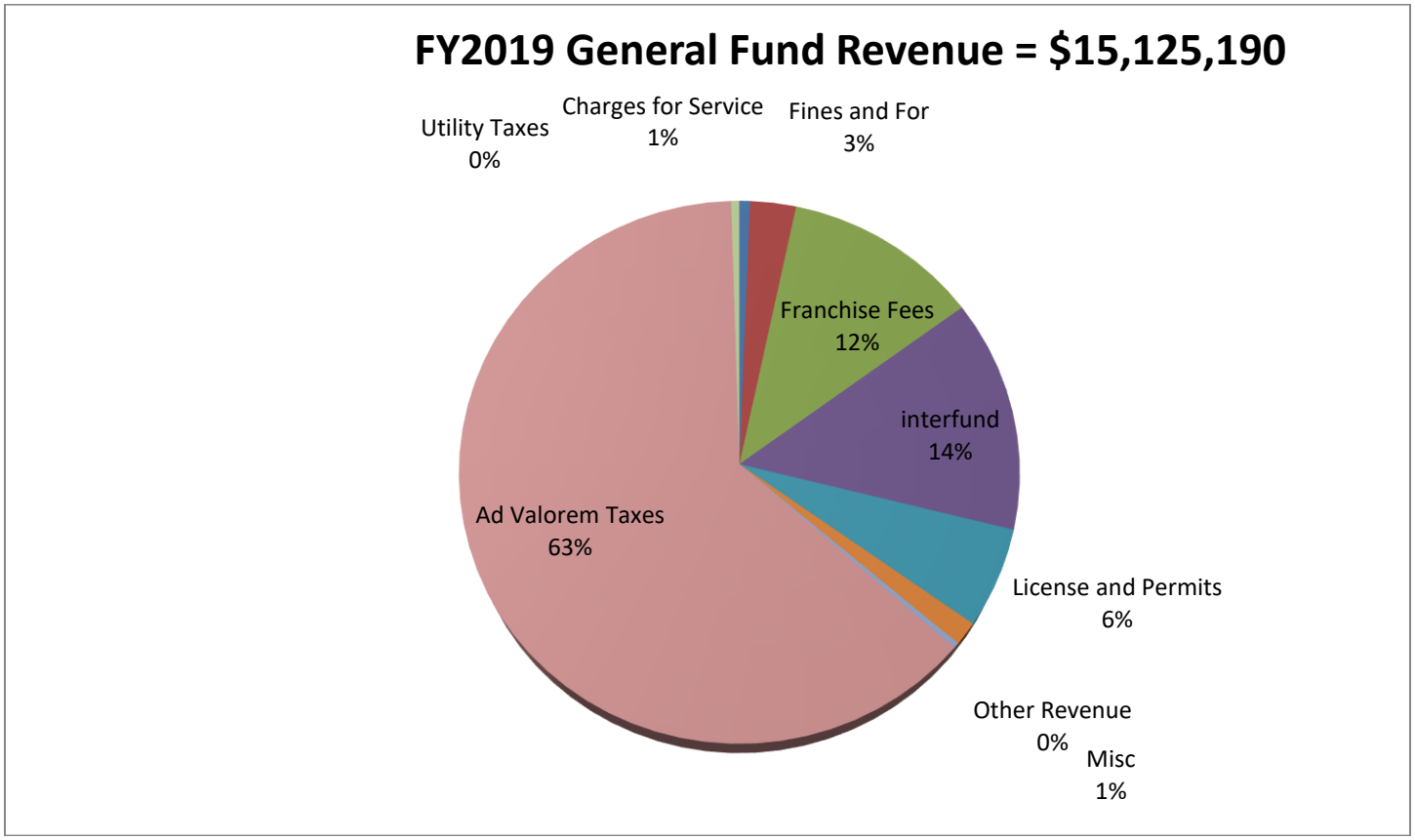
Executive Summary

In FY 2018-2019, there was a property valuation increase of 10.4%. There will be continued efforts towards completion of capital projects construction. The City Agent of Record provided the City with increased employee benefits at a reduced cost. These savings contribute to an effort to reduce the growth in the overall reduction of the City's employee benefit expenses. The FY 2018-2019 Budget attempts to balance our obligation to continue to provide services to our residents with our fiscal responsibility and to be prudent with available resources.

The FY 2018-2019 Budget for all funds totals $45,259,857. This represents an increase of $12,348,704 (37.5%) when compared with the FY 2017-2018 Amended Budget of $32,911,153. The increase is due mainly to capital expenditures.

GENERAL FUND REVENUE ESTIMATES

General Fund revenue estimates from all sources show $18,580,612, an increase of $1,231,299 or 7.1% when compared to the FY 2017-2018 Amended Budget of $17,349,313. The graph below depicts the major General Fund categories. All other revenue categories are grouped together under "Other Revenues". FY 2018-2019 General Fund revenue estimates are based on historical data and the current economic environment unless otherwise stated.



GENERAL FUND - MAJOR REVENUE SOURCES

Ad Valorem Tax Revenue

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

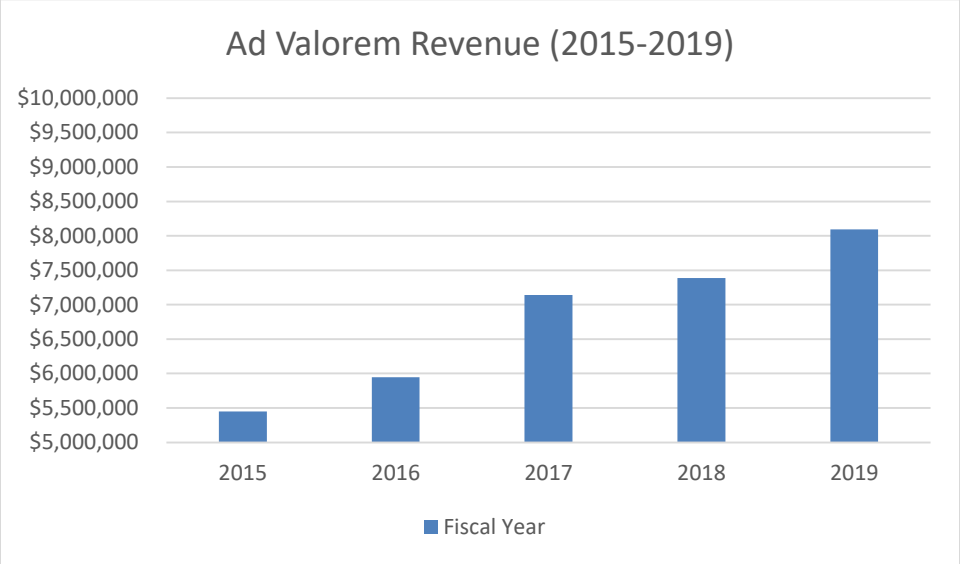
The City of Opa-locka FY 2018-2019 taxable value for operating purposes is $887,432,725.This is a 10.43% increase compared to the FY 2017-2018 taxable value. This is the City's second significant increase in property taxes since the 2008 national recession.

Based on the rules to calculate the City's millage rate, the rolled back rate (the rate that generates the same level of revenues as the previous year) for the City is 8.6755. The FY 2018-2019 adopted millage rate is 9.800. This rate will bring in $706,586 more ad valorem tax dollars than in FY 2017-2018 based on the graphic below. Below you will find schedules depicting the change in gross taxable revenue over five years and ad valorem tax revenue over the past five years.

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

Fiscal Year	Millage	Gross Taxable Value	Revenue
2015	8.5000	661,065,490	$5,450,485
2016	8.9000	691,118,724	$5,948,725
2017	10.0000	751,550,607	$7,139,541
2018	8.9000	803,622,462	$7,386,010
2019	9.8000	887,432,725	$8,092,596

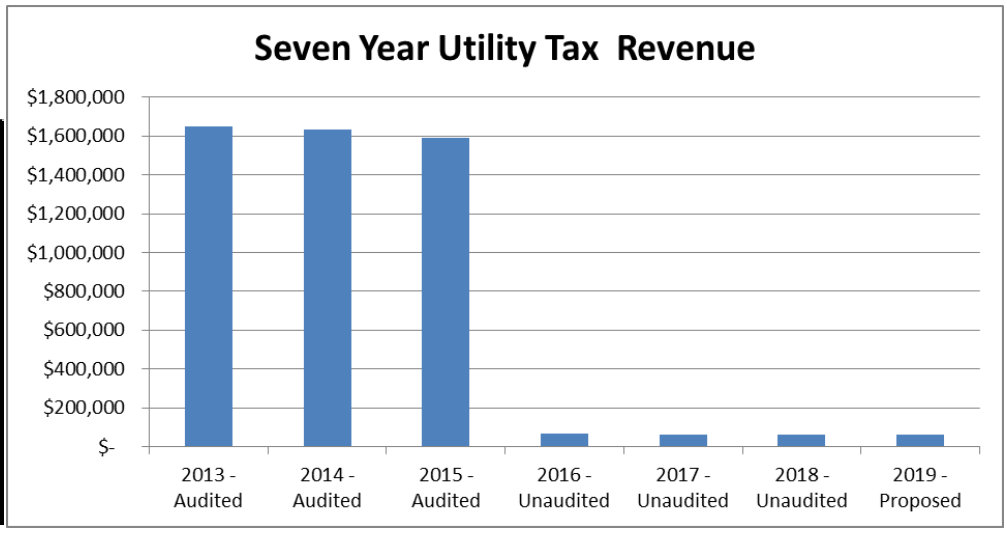
Below is a graph depicting the ad valorem tax revenue over the last five years:



Utility Taxes/Telecommunications Services Tax

The City collects utility taxes from companies who charge residents or businesses for utilities such as electricity, gas, water and telecommunications. This category of revenues is estimated at $62,794 or .39% of the FY 2018-2019 General Fund revenues. This is an increase of .1% from last year's unaudited revenue. These revenues were pledged to fund the 2015 Capital Improvement Note that was used to purchase and renovate the City's Administrative Building. Once the annual debt service payment is paid, the remaining portion is transferred back to the General Fund.

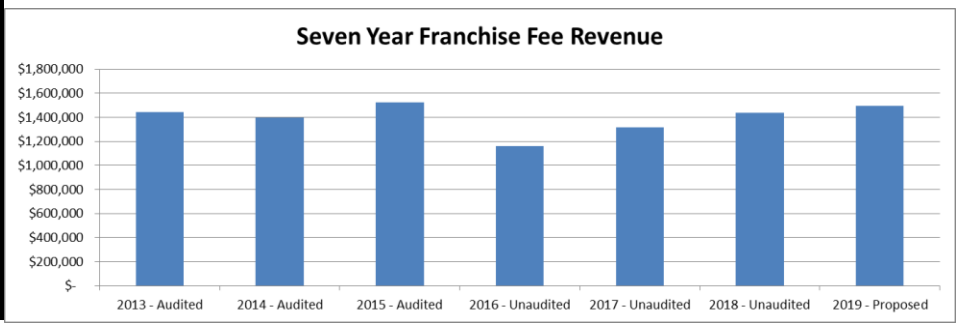
Seven Year Utility Tax Revenue	
YEAR	Revenue
2013 - Audited	$ 1,649,298
2014 - Audited	$ 1,633,791
2015 - Audited	$ 1,592,000
2016 - Unaudited	$ 65,550
2017 - Unaudited	$ 59,691
2018 - Unaudited	$ 62,753
2019 - Proposed	$ 62,794



Franchise Fees

The City assesses a fee on corporations in return for granting them a privilege to exclusive rights to provide services to residents and businesses (FPL, BFI, and City Gas). Estimates from this category are estimated at $1,497,041 or 9.3% of total projected revenue and represents a 4% increase from last year.

Seven Year Franchise Fee Revenue		
YEAR	Revenue	
2013 - Audited	$	1,446,218
2014 - Audited	$	1,399,951
2015 - Audited	$	1,526,685
2016 - Unaudited	$	1,160,952
2017 - Unaudited	$	1,318,041
2018 - Unaudited	$	1,439,572
2019 - Proposed	$	1,497,041



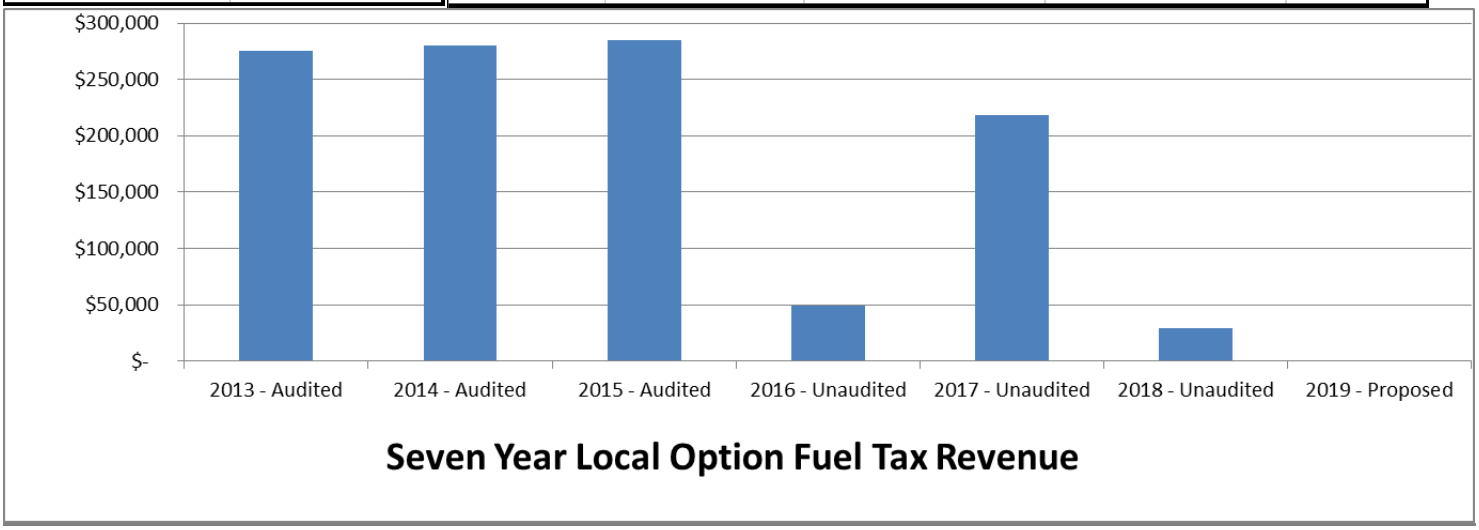
Local Option Fuel Taxes

Local Option Fuel Taxes are collected by the State of Florida and is levied on every net gallon of gasoline and diesel fuel sold in the county. The proceeds must be used to fund transportation expenditures. The City estimates to receive $0 in FY 2018-2019 in the General Fund as these revenues have been transferred to the Safe Neighbors to fund road work and transportation projects. Per Section 336.025 (1) (b) (3) Florida Statutes, these revenues are required to be used for expenditures needed to meet immediate transportation problems and for transportation related expenditures.

Seven Year Local Option Fuel Tax Revenue		
YEAR	Revenue	
2013 - Audited	$	275,189
2014 - Audited	$	279,767
2015 - Audited	$	284,500
2016 - Unaudited	$	49,366
2017 - Unaudited	$	217,987
2018 - Unaudited	$	29,104
2019 - Proposed	$	-

Local Option Gas Tax Allocation

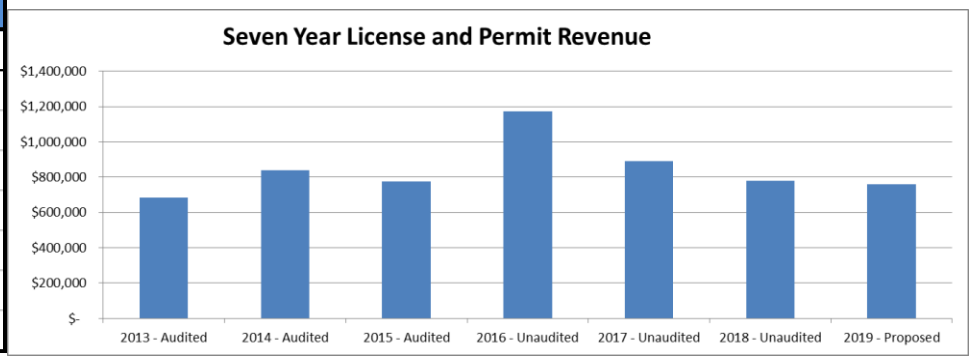
YEAR	GENERAL FUND	TRANSPORTATION	SAFE NEIGHBORS	Total
2015	284,500.00	-	-	284,500.00
2016	-	245,524	-	245,524.00
2017	-	-	-	-
2018	-	-	-	-
2019	-	-	210,000	210,000.00



Licenses and Permits

This category accounts for revenues collected by the City for the issuance of occupational licenses to businesses and the cost of building, electrical, alarm and plumbing permitting, in addition to, certificates of occupancy and inspections. It is estimated that this category would provide for $759,775 or 4.1% of the FY 2018-2019 general fund revenues and is 2.5% less than last year.

Seven Year License and Permit Revenue	
YEAR	Revenue
2013 - Audited	$ 683,509
2014 - Audited	$ 838,239
2015 - Audited	$ 776,210
2016 - Unaudited	$ 1,172,116
2017 - Unaudited	$ 891,096
2018 - Unaudited	$ 779,537
2019 - Proposed	$ 759,775



GENERAL FUND - OTHER REVENUE SOURCES

Intergovernmental Revenue

The City receives revenues from the State of Florida and Miami-Dade County. The State of Florida distributes cigarette taxes, gas tax rebates, and alcoholic beverage taxes. State Shared Revenue is estimated at $10,703, less than 1% of the general fund budget for FY 2018-2019. The County distributes school crossing guard revenues and county occupational license revenue. County Shared Revenue is estimated at $30,000, less than 1% of the general fund budget for FY 2017-2018. The City's share in these categories increases with the growth of the economy and the growth of the City's population.

Red Light Camera

It was initially recommended that the city continue with the Red Light Camera program, but after discussion, and the resolution for contract extension failed to pass City Commission, the Red Light Camera program was suspended and revenues removed from FY2018-2019 Budget in the amount of $850,000. This was recovered via the following: The City Manager's office is confident that a $1.4m reimbursement to CITT payable over 5 years will not be applicable to the current year, saving the General Fund $276,000. The enterprise funds have increased their allocation to the General Government in light of the fact that we do not charge property tax, franchise fees, impact fees, or any other tax/charge to the enterprise for resourced provided by the general government.

Charges for Services

This category includes fees from services which the City provides, such as zoning and sub-division fees, rental of park facilities, police reports, and other miscellaneous charges. An estimate of $80,236 is anticipated to be received in FY 2018-2019 or 0.04% of the total budget and 17% less than last year's unaudited revenue.

Fines and Forfeitures

This category accounts for revenues received from Miami-Dade County for court fines, City issued citations, City code violations and returned check fines/penalties. Approximately $350,534 is estimated to be received in FY 2018-2019. This is 1.9% of the general fund revenues and is $1.3M less than last year.

Other Revenues

This category includes revenues such as public records request, copies, towing revenues, notary fees, etc. The FY 2018-2019 estimate for this category is $180,100, .9% of the budget, and represents a 51% decrease from last year's unaudited revenue.

Interfund

This category also includes reimbursements from the Enterprise Funds, $1,074,425 for expenditures incurred to the General Fund for providing support to the Enterprise Funds. This reimbursement is calculated based on an estimate of the percentage of indirect costs the General Fund provides to the Enterprise Funds. Direct expenses attributable to any enterprise fund are charged directly to that fund. This category accounts for $1,776,259, 11.7% of General Fund revenue for FY 2018-2019 and represents an increase of $1,481,114 over the 2018 unaudited budget. The increase is primarily due to reimbursement of vehicle charges and rental charges from departments, and reimbursement for indirect costs from enterprise funds.

Transfers

Included in this category are transfers from the Capital Improvement Debt Service Fund. State shared revenues and sales tax are recorded in the Capital Improvement Debt Service Fund to pay the debt service on the 2011A&B Capital Improvement Bonds. Florida Power & Light and State of Florida Telecommunications Utility Taxes are pledged to pay the 2015 Capital Improvement Note. After those payments are made, the residual funds are transferred by the Debt Service Fund to the General Fund. In FY 2018-2019, $2,285,197 will be transferred.

GENERAL FUND REVENUE SOURCE	2018 Unaudited	2019 Estimated	% Increase/ Decrease
AD VALOREM TAXES	6,969,725.00	8,092,596.00	16.11%
FRANCHISE FEES	1,439,572.00	1,497,041.00	3.99%
UTILITY TAXES	62,753.00	62,749.00	-0.01%
LOCAL OPTION GAS TAXES	29,104.00	-	-100.00%
LICENSES & PERMITS	779,537.00	759,775.00	-2.54%
STATE GRANTS	-	-	n/a
STATE SHARED REVENUE	13,158.00	10,703.00	-18.66%
OTHER SHARED REVENUE/COUNTY	4,750.00	30,000.00	531.58%
CHARGES FOR SERVICES	96,962.00	80,236.00	-17.25%
FINES & FORFEITURES	1,326,354.00	350,534.00	-73.57%
INTEREST	-	-	n/a
OTHER REVENUES	669,874.00	1,956,359.00	192.05%
TRANSFER	-	2,285,197.00	#DIV/0!
PRIOR YEAR FUND BALANCE	-	-	n/a
TOTAL REVENUE	$ 11,391,789	$ 15,125,190	32.77%

CITY OF OPA-LOCKA (FY 2018 - 2019)

OPERATING REVENUE SUMMARY GENERAL GOVERNMENT FUNDS

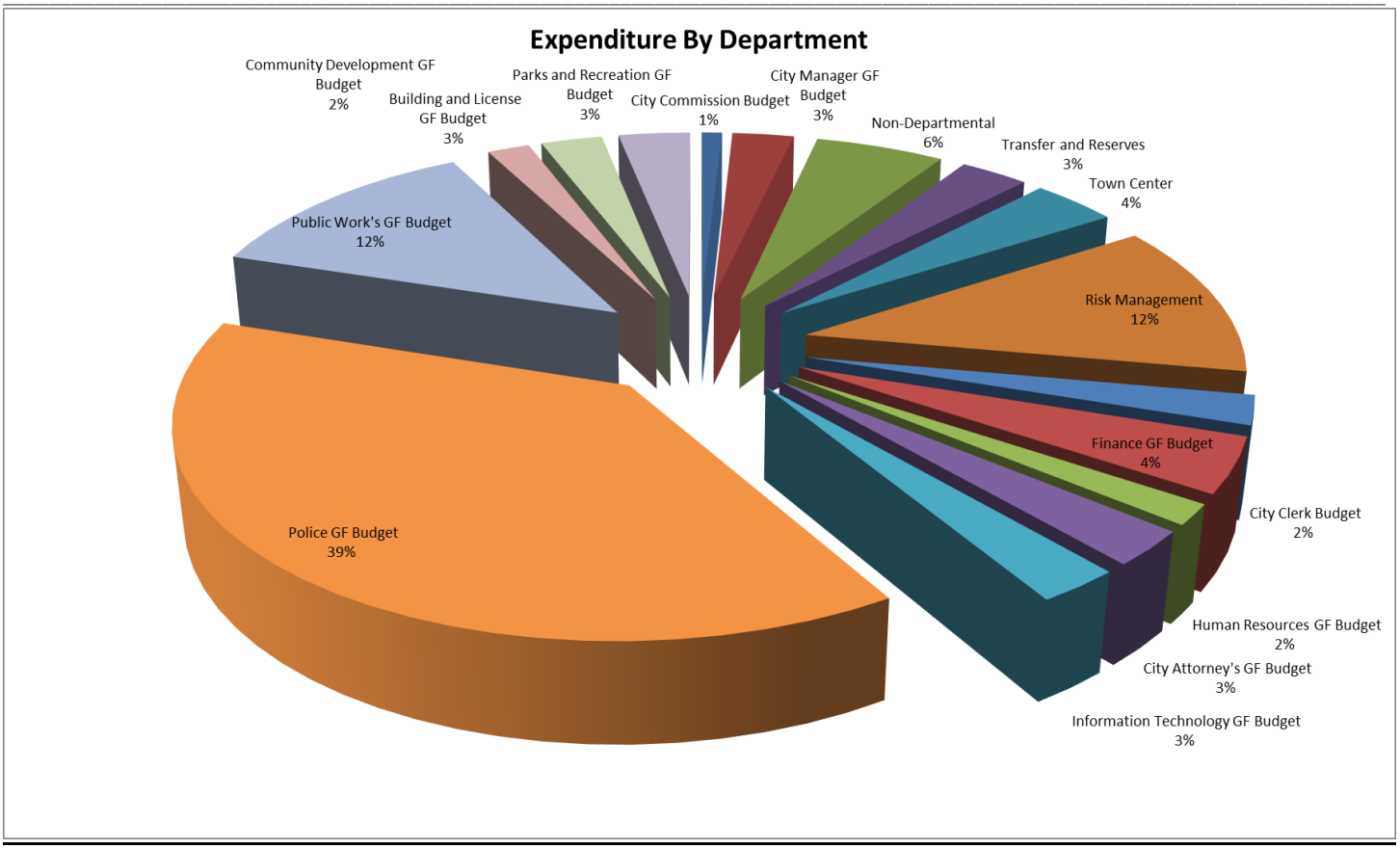
		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
	001 - GENERAL FUND					
A_TAXES						
311100	GENERAL FUND AD VALOREM TAXES	7,608,237	7,386,010	6,289,301	6,969,725	8,092,596
314100	GENERAL FUND UTILITY TAX - F.P.L.	592,283	0	0	0	0
314400	GENERAL FUND UTILITY TAX - CITY G	40,761	36,874	40,000	39,737	40,000
314500	GENERAL FUND STATE/FLA TELECOM	-6,098	0	0	0	0
314900	GENERAL FUND UTILITY TAX - OTHER	24,789	22,817	23,752	23,016	22,749
	TOTAL A_TAXES	8,259,971	7,445,701	6,353,053	7,032,478	8,155,345
CHARGES FOR SERVICES						
341200	GENERAL FUND ZONING & SUB DIV FE	25,588	17,750	31,452	25,420	25,792
341300	GENERAL FUND XEROX COPIES	1,763	5,174	1,853	1,358	1,500
341400	GENERAL FUND NOTARY FEES	155	136	41	20	50
342100	GENERAL FUND POLICE A/R & O/R	11,395	8,241	8,277	8,477	8,367
342120	GENERAL FUND OFF DUTY REVENUE	6,140	47,760	20,692	28,044	15,000
343341	GENERAL FUND RETURNED CHECKS	-337	-6,930	-1,845	-1,845	0
347210	GENERAL FUND RECR ACTIVITY FEES	7,453	9,520	10,246	8,887	7,609
347230	GENERAL FUND RNTL OF PARK FACIL	9,360	6,138	7,091	7,595	6,918
347250	GENERAL FUND SUMMER PROGRAM R	11,640	5,184	10,000	6,326	10,000
347260	GENERAL FUND RECREATION DONATI	250	0	0	0	0
347270	GENERAL FUND REC FOOTBALL PROG	4,225	620	10,150	12,173	5,000
347321	GENERAL FUND POOL FACILITY REVE	2,360	397	0	507	0
347900	GENERAL FUND DONATIONS & CONTR	4,373	0	0	0	0
	TOTAL CHARGES FOR SERVICES	84,365	93,990	97,957	96,962	80,236
FINES AND FORFEITURES						
351100	GENERAL FUND COURT FINES - COUN	63,640	150,130	207,078	275,255	100,000
354100	GENERAL FUND VIOLATION OF LOCL	253,489	263,274	432,928	371,744	236,000
354110	GENERAL FUND CODE ENFORCEMENT	5,682	8,796	5,053	4,730	5,000
354111	GENERAL FUND CODE ENFORCEMENT	6,944	8,937	6,437	5,075	5,000
354112	GENERAL FUND CODE ENFRCEMNT PO	4,231	4,142	3,349	2,641	2,000
354113	GENERAL FUND CODE ENFOR NUSIAN	4,399	0	1,041	0	0
354116	GENERAL FUND CE RELEASE FEE	1,296	1,827	2,179	1,820	1,534
354120	GENERAL FUND CODE ENFORCMT BR	2,692	10,044	2,003	994	1,000
354140	GENERAL FUND RED LIGHT CAMERA F	1,253,298	1,294,014	983,429	664,095	0
	TOTAL FINES AND FORFEITURES	1,595,669	1,741,163	1,643,496	1,326,354	350,534
FRANCHISE & UTILITY						
313110	GENERAL FUND FRANCHISE FEE-ECOL	26,667	0	0	0	0
	TOTAL FRANCHISE & UTILITY	26,667	0	0	0	0
FRANCHISE FEES						
313100	GENERAL FUND FRANCHISE FEE - F.P.L	1,084,186	1,112,376	1,143,725	936,689	1,034,059
313111	GENERAL FUND FRANCHISE FEE - GRE	0	4,167	166,519	154,900	151,317
313170	GENERAL FUND FRANCHISE FEE-COM	22,965	188,803	324,204	335,577	300,000

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
313600	GENERAL FUND FRANCHISE FEE - BEN	3,900	3,300	3,599	3,300	3,000
313700	GENERAL FUND FRANCHISE FEE - BFI	23,234	9,395	6,504	9,106	8,665
	TOTAL FRANCHISE FEES	1,134,285	1,318,041	1,644,551	1,439,572	1,497,041
INTERFUND						
389030	GENERAL FUND ADM REIMB SOLID W	54,060	0	0	0	0
389040	GENERAL FUND ADM REIMB WATER A	1,413,875	0	0	0	961,568
389050	GENERAL FUND ADM REIMB STORM	65,000	0	283,352	239,755	112,857
389061	GENERAL FUND ADM. REIMB. T.C.O. E	0	0	9,852	1,407	0
389062	GENERAL FUND ADM REIMB TOWN CE	0	0	55,610	53,983	0
-xxxxxx	ADM REIMB CRA	0	0	0	0	9,821
383030	VEHICHLE MAINTENANCE SERVICE FE	0	0	0	0	692,013
	TOTAL INTERFUND	1,532,935	0	348,814	295,145	1,776,259
LICENSE AND PERMITS						
321050	GENERAL FUND OCCUP. LICENSES - CI	213,897	211,141	210,247	206,222	186,574
321150	GENERAL FUND OCC LICENSE-FIELD I	8,674	8,600	2,775	4,065	3,000
321200	GENERAL FUND OCC LICENSE-LATE P	15,108	19,508	238	238	2,000
322110	GENERAL FUND BUILDING PERMITS	570,501	402,563	343,931	258,154	285,514
322130	GENERAL FUND ALARM REGISTRATIO	25	0	0	0	0
322200	GENERAL FUND ELECTRICAL PERMITS	52,190	40,939	37,115	31,371	35,000
322300	GENERAL FUND PLUMBING PERMITS	35,439	38,458	11,957	17,107	20,000
322301	GENERAL FUND MECHANICAL PERMIT	0	2,274	4,341	6,545	0
322310	GENERAL FUND CONTRACTOR LICENS	0	25	225	325	0
322400	GENERAL FUND CERTIFICATE OF OCC	8,287	12,270	4,089	1,800	7,537
322410	GENERAL FUND CERTIFICATE OF USE	178,062	178,471	175,590	159,640	142,690
322500	GENERAL FUND LANDLORD PERMITS	88,132	43,435	98,940	91,510	76,960
322600	GENERAL FUND SPECIAL EVENT PERM	1,800	1,640	1,648	2,560	500
	TOTAL LICENSE AND PERMITS	1,172,116	959,324	891,096	779,537	759,775
LOCAL OPTION GAS TAXES						
312405	GENERAL FUND FIRST LOCL OPTN FUE	35,862	217,987	0	29,104	0
312410	GENERAL FUND COUNTY NINTH-CENT	13,504	84,805	0	0	0
	TOTAL LOCAL OPTION GAS TAXE	49,366	302,793	0	29,104	0
MISCELLANEOUS REVENUES						
359120	GENERAL FUND RETURNED CHECK PE	100	290	0	0	0
361100	GENERAL FUND INTEREST EARNED	38	3	0	0	0
362100	GENERAL FUND LEASE & RENTAL INC	250	0	0	0	0
364100	GENERAL FUND SALE OF FIXED ASSET	735	87,548	0	0	0
364110	GENERAL FUND INS REIMB LOS OF FIX	53,258	479,341	74,241	197,329	50,000
366903	GENERAL FUND FOURTH OF JULY SPO	20,035	0	0	0	0
366908	GENERAL FUND STATE OF THE CITY D	2,950	0	0	0	0
366914	GENERAL FUND VALENTINE'S DAY BI	644	0	0	0	0
366999	GENERAL FUND OTHER CONT & DONA	20,755	0	0	0	0
369200	GENERAL FUND WORKER'S COMPENS	48,853	6,666	0	0	0
369900	GENERAL FUND OTHER MISC REVENU	427,238	236,957	155,533	108,330	100,000
369906	GENERAL FUND NU-WAY TOWING SER	1,650	1,675	2,125	2,500	1,500

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
369907	GENERAL FUND SUNSHINE TOWING IN	1,850	3,375	2,425	2,050	1,800
369908	GENERAL FUND DOLPHIN TOWING &	625	850	250	1,075	0
369909	GENERAL FUND DOWNTOWN TOWING	2,075	4,460	3,875	3,650	1,800
369914	GENERAL FUND REFUND OF TRAVEL	549	0	97	97	0
369940	GENERAL FUND COST REIMBURSTME	0	28,613	15,501	17,031	0
369950	GENERAL FUND WITNESS FEES	75	94	0	0	0
369960	GENERAL FUND LIEN SEARC.&RELEAS	47,525	51,120	45,565	39,190	25,000
369970	GENERAL FUND QUALIFYING FEES	3,160	0	0	3,476	0
369980	GENERAL FUND DRAPER	35,000	0	0	0	0
	TOTAL MISCELLANEOUS REVENU	667,365	900,992	299,611	374,729	180,100
SHARED REVENUE - COUNTY						
338110	GENERAL FUND SCHOOL XING GUARD	38,849	13,416	15,179	911	10,000
338200	GENERAL FUND OCCUPATIONAL LIC-C	19,400	262,576	3,839	3,839	20,000
	TOTAL SHARED REVENUE - COUN	58,249	275,992	19,018	4,750	30,000
SHARED REVENUE STATE						
335140	GENERAL FUND MOBILE HOME LICEN	7,752	6,976	2,034	2,034	4,000
335150	GENERAL FUND ALCOHOLIC BEVERA	6,933	7,835	4,384	11,124	6,703
	TOTAL SHARED REVENUE STATE	14,685	14,811	6,418	13,158	10,703
TRANSFER						
381010	GENERAL FUND TRANSFER IN	0	0	1,724,140	0	0
381230	GENERAL FUND TRANS IN CAP IMP DE	681,790	381,243	1,142,793	0	2,285,197
	TOTAL TRANSFER	681,790	381,243	2,866,933	0	2,285,197
TOTAL 001 - GENERAL FUND		15,277,463	13,434,048	14,170,948	11,391,789	15,125,190
118 - RISK MANAGEMENT FUND						
INTERFUND						
384140	RISK MANAGEMENT FUND INSURANC	0	0	0	1,739,717	2,246,756
384140	PROP, CASUALTY, WRK COMP INSURA	0	0	2,020,220	0	0
	TOTAL INTERFUND	0	0	2,020,220	1,739,717	2,246,756
TOTAL 118 - RISK MANAGEMENT FUND		0	0	2,020,220	1,739,717	2,246,756
119 - INFORMATION TECH FUND						
INTERFUND						
383030	IT OPERATIONS INFO SYS SERVICE FE	0	0	0	0	501,479
383030	INFORMATION TECH FUND INFO SYS S	0	0	604,866	554,485	0
	TOTAL INTERFUND	0	0	604,866	554,485	501,479
TOTAL 119 - INFORMATION TECH FUND		0	0	604,866	554,485	501,479
490 - TOWN CENTER ONE						
TOWN CENTER ONE						
314100	TOWN CENTER ONE UTILITY TAX - F.P.	77,999	0	0	0	0
314500	TOWN CENTER ONE STATE/FLA TELEC	251,143	0	0	0	0
361100	TOWN CENTER ONE INTEREST EARNE	1	0	0	0	0
371001	TOWN CENTER ONE SF WORKFORCE	67,082	74,278	76,321	37,688	78,602
371002	TOWN CENTER ONE GRACE ACADEMY	80,000	163,750	0	0	0
371003	TOWN CENTER ONE KIDS ON POINT	99,240	83,000	0	0	0

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
371004	TOWN CENTER ONE IN TOUCH LOGIST	54,714	52,965	0	0	0
371005	TOWN CENTER ONE ART ACADEMY O	0	63,080	151,392	138,258	215,408
	TOTAL TOWN CENTER ONE	630,179	437,073	227,712	175,946	294,010
TRANSFER						
381001	TOWN CENTER ONE TRANSFER IN FRO	0	0	325,568	0	413,178
	TOTAL TRANSFER	0	0	325,568	0	413,178
TOTAL 490 - TOWN CENTER ONE		630,179	437,073	553,280	175,946	707,188
TOTAL GENERAL GOVERNMENT F		15,907,642	13,871,121	17,349,313	13,861,938	18,580,612

GENERAL FUND EXPENDITURES



City Commission – The FY 2018-2019 budget of $167,874 reflects an increase of $25,699 compared to the FY 2017-2018 adopted budget and .9% of the General Fund budget. This budget provides for the City Commission's salary, health insurance, monthly allocation, and travel allocation. The increase is due to office rental expense.

City Manager's Office – Executive– The FY 2018-2019 budget of $508,877 reflects a decrease of $112,290 compared to the FY 2017-2018 adopted budget and is 2.7% of the General Fund budget. The decrease is due to decreased executive staff and related benefits.

City Manager Non-Departmental Division –This division provides for City-wide expenses that cannot be attributed to any particular department. This FY 2018-2019 budget is $1,063,668, a decrease of $234,781 over the 2017-2018 adopted budget. This division represents 5.7% of the General Fund budget.

City Manager's Office – Reserves – As recommended by the City's Financial Integrity Policies, the City has set aside the required operating reserves and sick/annual leave reserves. The General Fund reserve is approved at $500,000 level and the City has $65,000 approved for the sick/annual leave reserve. City Manager Reserve's total $565,000, or 3% of General Fund budget, $563,926 below the 2017-2018 adopted budget.

City Manager's Office – Emergency & Disaster – There is currently $30,000 budgeted in this area, .16% of General Fund budget, $70,941 below the 2017-2018 adopted budget.

City Manager's Office – Special Events – There is currently nothing budgeted in this area.

Towncenter – The 2018-2019 budget is $707,188, an increase of $153,907 over the 2017-2018 adopted budget mainly due to an increase in reserves. This division represents 3.8% of the General Fund budget.

City Clerk – The City Clerk's budget is proposed at $425,589, an increase of $74,831 from FY 2017-2018 and is 2.3% of the General Fund budget. The increase is due to salary and office rental expense and software purchases.

City Attorney – The City Attorney's budget of $507,874 provides for legal contractual services of $237,600 including costs for litigation. This is an increase of $69,982 over the 2017-2018 adopted budget and is mainly due to contingencies. The division accounts for 2.7% of the General Fund budget. Risk Management has been transferred to the Human Resources Department since FY2015.

Human Resources–The FY 2018-2019 budget of $301,908, an increase of $45,782 over the 2017-2018 adopted budget, and represent 1.6% of the General Fund budget. The increase is mainly due to salary and office rental expense.

Risk Management – The FY 2018-2019 budget of $2,246,756, an increase of $292,002 over the 2017-2018 adopted budget, and represents 12.1% of the General Fund budget. The increase is mainly due to general liability claims and insurance charges.

Finance Department – The Finance Department budget of $805,070, 4.3% of General Fund budget, and is $296,423 more than FY 2017-2018. The increase is primarily contributed to increases in salary and office rental expense.

Information Technology – Funding for FY 2018-2019 is $501,479. This is a $103,387 decrease from FY 2017-2018 adopted budget and represents 2.7% of the General Fund budget. All computer equipment for the City (with the exception of the Police Department) will be purchased through this Department. There is $30,250 budgeted for computer equipment and $125,000 budgeted for software license payments. The decrease is due to a reduction in computer equipment purchases.

Planning and Community Development - Funding for FY 2018-2019 is $348,695, a decrease of $58,601 over the 2017-2018 adopted budget due to the Brownsfield project. This division represents 1.9% of the General Fund budget.

Building and License Department – The FY 2018-2019 budget of $507,303 represents a $129,030 increase from the 2017-2018 adopted budget, and is 2.7% of the General Fund budget. The increase is due to salary and office rental expense and vehicle service charges.

Parks & Recreation – Funding for FY 2018-2019 is $591,521, or $426 more than the 2017-2018 adopted budget. This department accounts for 3.2% of General Fund budget.

Police Department– The budget for the department is in the amount of $6,837,299 and represents 36.8% of the General Fund budget and is $937,772 more than FY 2017-2018 adopted budget. The increase is primarily due to office rental space, vehicle service charges, salaries, computer equipment and insurance.
Code Enforcement –Code Enforcement's budget is $455,199, an increase of $105,265 over FY 2017-2018 adopted budget, and represents 2.5% of the General Fund budget. The increase is mainly due to salary and office rental expense and vehicle service charges.

CRA – Funding for FY 2018-2019 is $537,146, a decrease of $48,246 over the 2017-2018 adopted budget due to reductions in information technology charges and insurance expense. This fund represents 2.9% of the General Fund budget.

Public Works and Utilities Department– The Public Works Department's budget of $2,346,462, or $591,411 more than the 2017-2018 adopted budget. This department accounts for 12.6% of the General Fund. The increase is due to salaries, insurance, repairs and maintenance and vehicle service charges.

Direct and Indirect Expenses

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

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

- Utility Billing staff and operating costs
- SunGard software maintenance costs – the maintenance costs for the Utility Billing system can be charged directly to the Water & Sewer Fund
- FPL Costs – the energy costs for the pump stations can be charged to the Water & Sewer Fund.
- Fuel Costs – the new fuel card system will allow us to charge the fuel used for programs directly to the appropriate fund. For example, the fuel used in the meter reader trucks will be allocated to the Water & Sewer Fund.

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

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

DEBT SERVICE FUND

Capital Improvement Debt Service– The City has pledged receipts from two revenue streams to re-pay 2011A&B Capital Improvement Revenue Bonds. The City has also pledged Florida Power & Light and State of Florida Telecommunications Utility Taxes to repay the 2015 Capital Improvement Note. After paying the debt service charges, some of the balance remaining is transferred out to the General Fund. The table below summarizes budget estimates for FY 2018-2019. These revenue estimates are provided annually by the Florida Department of Revenue, Office of Tax Research.

In FY 2011, the City refinanced the Series 1994A Capital Improvement Revenue Bonds to take advantage of lower interest rates and immediately financed several capital projects. In the end, the refinancing was successful and the City received $2,320,000 to apply towards capital projects. As a result of refinancing, the principal and interest payments to the 2011A&B Capital improvement bonds will be lower and the transfer to the General Fund will be higher. In FY 2015, the City negotiated an $8.6 million Capital Improvement Note to purchase a 4-story professional office building in the Downtown Area to serve as the City's Administrative Office Building. This purchase eliminated close to 10 years of rental payments .

CITY OF OPA-LOCKA (FY 2018 - 2019)

OPERATING REVENUE SUMMARY DEBT SERVICE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
	230 - CAP. IMP. DEBT SERV. FUND					
SHARED REVENUE STATE						
314500	CAP. IMP. DEBT SERV. FUND STATE/FL	160,948	374,656	426,277	357,530	347,121
335120	CAP. IMP. DEBT SERV. FUND STATE RE	641,877	587,343	169,775	169,775	608,081
335180	CAP. IMP. DEBT SERV. FUND LCL GOV	1,032,017	1,010,413	461,313	461,313	1,296,067
	TOTAL SHARED REVENUE STATE	1,834,842	1,972,412	1,057,364	988,617	2,251,269
TAXES						
314100	CAP. IMP. DEBT SERV. FUND UTILITY T	497,071	1,229,401	1,322,480	1,068,056	1,244,098
	TOTAL TAXES	497,071	1,229,401	1,322,480	1,068,056	1,244,098
TOTAL 230 - CAP. IMP. DEBT SERV. FUND		2,331,913	3,201,813	2,379,844	2,056,672	3,495,367
TOTAL DEBT SERVICE FUNDS		2,331,913	3,201,813	2,379,844	2,056,672	3,495,367

CAPITAL PROJECTS FUND

Safe Neighborhood Capital Improvement Projects – The FY 2018-2019 budget includes revenues which the City anticipates will come from the Community Development Block Grant and operations. The table shown below details these estimates:

Capital Project	Operating Funds	Loan Funds	Grant Funds	Total Cost
Community Development				
Historical City Hall Rehabilitation/Ali Baba Cultural Arts Center ($980K/$471K)	$2,000	$0	$0	$2,000
Segal Parks Improvements	$1,000	$0	$0	$1,000
Resurfacing Projects	$0	$0	$289,000	$289,000
TOTAL	$3,000	$0	$289,000	$292,000

CITY OF OPA-LOCKA (FY 2018 - 2019)

OPERATING REVENUE SUMMARY CAPITAL IMPROVEMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
320 - SAFE NEIG. CAP. IMP. FUND						
FRANCHISE AND UTILITY						
312405	SAFE NEIG. CAP. IMP. FUND FIRST LOC	0	0	0	128,065	210,000
	TOTAL FRANCHISE AND UTILITY	0	0	0	128,065	210,000
GRANTS						
331691	SAFE NEIG. CAP. IMP. FUND GRANTS-C	0	0	298,973	0	980,000
331694	SAFE NEIG. CAP. IMP. FUND GRANTS-G	686,128	0	0	0	0
331696	SAFE NEIG. CAP. IMP. FUND GRANTS-C	0	0	0	0	471,000
331697	SAFE NEIG. CAP. IMP. FUND GRANTS-C	0	0	0	0	351,000
334733	SAFE NEIG. CAP. IMP. FUND GRANT-SF	86,662	79,712	0	0	0
334792	SAFE NEIG. CAP. IMP. FUND HISTO PRE	1,728	0	0	0	0
	TOTAL GRANTS	774,518	79,712	298,973	0	1,802,000
LOCAL OPTION GAS TAXES						
312410	SAFE NEIG. CAP. IMP. FUND COUNTY N	0	0	0	48,723	79,000
	TOTAL LOCAL OPTION GAS TAXE	0	0	0	48,723	79,000
OTHER						
331695	SAFE NEIG. CAP. IMP. FUND BROWNSFI	0	0	0	17,835	0
	TOTAL OTHER	0	0	0	17,835	0
TOTAL 320 - SAFE NEIG. CAP. IMP. FUND		774,518	79,712	298,973	194,623	2,091,000
TOTAL CAPITAL IMPROVEMENT F		774,518	79,712	298,973	194,623	2,091,000

ENTERPRISE FUNDS

SOLID WASTE FUND - MAJOR REVENUE SOURCE

Solid Waste Fund– The Adopted Budget is -0- and the fund is inactive.

WATER AND SEWER FUND - MAJOR REVENUE SOURCE

Water and Sewer Fund – The City supplies water and sewer to over 5,200 customers. Areas serviced by the City's water distribution system include outside customers in the City of Miami Gardens and parts of unincorporated Miami-Dade County. Water is purchased from Miami-Dade County.

Total revenue for FY 2018-2019 is $18,558,812, an increase of 7,339,779 over the 2017-2018 amended budget. The increase is mainly due to grants and the SRL for Capital Projects. There is a total of $6,933,260 in Water and Sewer projects slated for 2018-2019. The water and sewer rate structure approved by the City Commission allows the City to finance debt to cover infrastructure improvements and also incorporates a conservation element to encourage users to take measures to conserve water.

The City Manager's office was informed that transition of the Water billing to Miami Dade County is approximately six (6) months behind schedule. Finance and Budgeting reduced debt service that would have been due Oct 30, 2018 to start in April 30, 2019, thereby saving the Enterprise Funds approximately $616,000. Utility billing is billed in 3 cycles, one (1) of which is behind schedule by 4 months which can conservatively be estimated at $1,000,000 which will positively affect the 2018-2019 budget.

These are the divisions in the Water & Sewer Fund:

1. Finance – Utility Billing – The FY 2018-2019 budget for this division is $3,767,927, an increase of $1,773,502 over the 2017-2018 adopted budget. In FY 2018-2019, expenses include a projected $616,068 for debt service to Miami Dade County.

2. Meter Readers – The 2018-2019 budget is $375,097, a $48,142 decrease from the 2017-2018 adopted budget.

3. Water Services – Provision has been made in the amount of $1,690,957 to pay Miami-Dade County Water and Sewer Authority for the purchase of water.

4. Sewer Services – Included in this budget is sewer treatment costs payable to Miami-Dade County in the amount of $2,001,631.

5. Capital Projects – Water & Sewer – This division was established since FY 2016. Included in this division is the Capital Improvement Project (CIP) team overseen by the City Manager and Public workers Director. Due to the extent of projects funded by the State Revolving Fund (SRF) loan, as well as those funded by grants, it was necessary to set up a group to oversee project management and compliance. The team consists of the following positions: one Project Manager, an Administrative Assistant, a Maintenance Worker, and a CIP Coordinator assigned to Finance. The 2018-2019 budget is $6,933,260.

STORMWATER FUND - MAJOR REVENUE SOURCE

Storm water Utility Fund – Revenue collected is used to fund operating expenses and capital improvements which are directly related to the management of stormwater. The FY 2018-2109 estimated budget is $760,082. The Capital Projects division was established in FY 2016 to account for Capital Projects for the Storm Water Division.

CITY OF OPA-LOCKA (FY 2018 - 2019)

OPERATING REVENUE SUMMARY ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
	410 - SOLID WASTE FUND					
SERVICE CHARGES - SOLID WASTE						
343400	SOLID WASTE FUND WASTE & GARBA	0	1,600,000	0	0	0
	TOTAL SERVICE CHARGES - SOLID	0	1,600,000	0	0	0
TOTAL 410 - SOLID WASTE FUND		0	1,600,000	0	0	0
	440 - WATER AND SEWER FUND					
GRANTS						
334700	WATER AND SEWER FUND GRANTS	0	0	0	0	552,980
334701	WATER AND SEWER FUND LIFT STATI	105,756	10,000	0	0	0
	TOTAL GRANTS	105,756	10,000	0	0	552,980
INTERFUND						
389063	WATER AND SEWER FUND ADM. REIM	0	0	0	0	0
	TOTAL INTERFUND	0	0	0	0	0
OTHER MISCELL REVENUE						
361100	WATER AND SEWER FUND INTEREST E	41	0	0	0	0
369900	WATER AND SEWER FUND OTHER MIS	12,465	7,287	50	75	1,000
369901	WATER AND SEWER FUND DERM REV	582,195	617,039	604,000	426,550	649,800
369902	WATER AND SEWER FUND EXCISE TA	20,385	29,577	15,000	35,192	15,000
369960	WATER AND SEWER FUND LIEN SEAR	165	0	0	0	0
369961	WATER AND SEWER FUND DADE COU	336	140	80	110	250
369962	WATER AND SEWER FUND OPA LOCK	635	325	200	275	250
384120	WATER AND SEWER FUND STATE REV	1,086,117	0	0	0	0
533301	DERM EXPENSE SRVC FEE	-582,195	-653,864	-604,000	-550,000	-649,800
	TOTAL OTHER MISCELL REVENUE	1,120,144	504	15,330	-87,798	16,500
OTHER SOURCES						
381001	WATER AND SEWER FUND TRANSFER	0	0	0	0	0
383010	WATER AND SEWER FUND TRANS IN -	0	0	0	0	0
384110	WATER AND SEWER FUND STATE REV	0	0	1,726,956	226,956	6,522,396
	TOTAL OTHER SOURCES	0	0	1,726,956	226,956	6,522,396
SERVICE CHARGES - SEWER UTITLITY						
343510	WATER AND SEWER FUND SEWER REV	4,140,030	4,228,390	4,905,655	2,915,188	5,890,170
	TOTAL SERVICE CHARGES - SEWE	4,140,030	4,228,390	4,905,655	2,915,188	5,890,170
SERVICE CHARGES - WATER UTILITY						
343310	WATER AND SEWER FUND WATER RE	3,660,716	3,774,196	4,435,005	2,559,335	5,470,796
343330	WATER AND SEWER FUND FIRE LINE C	2,041	1,837	2,000	2,826	1,500
343340	WATER AND SEWER FUND FIRE HYDR	-61,646	867	108,971	70,979	93,070
343341	WATER AND SEWER FUND RETURNED	1,212	17,506	13,554	15,553	1,000
343342	WATER AND SEWER FUND RETURN CK	1,480	2,431	975	1,164	1,000
343343	WATER AND SEWER FUND RE-CONNE	17,850	-6	100	150	0
343344	WATER AND SEWER FUND LOCK MET	4,635	0	40	40	0

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
343345	WATER AND SEWER FUND REMOVE M	0	200	0	0	0
343346	WATER AND SEWER FUND PLUG LINE	600	900	0	0	0
343347	WATER AND SEWER FUND BROKEN L	10	50	0	0	0
343348	WATER AND SEWER FUND NEW SERVI	0	300	750	830	1,000
343349	WATER AND SEWER FUND W & S VERI	5,857	2,700	2,825	2,602	2,400
343350	WATER AND SEWER FUND WATER SR	6,498	16,586	6,873	8,898	6,000
	TOTAL SERVICE CHARGES - WATE	3,639,252	3,817,567	4,571,091	2,662,377	5,576,766
TOTAL 440 - WATER AND SEWER FUND		9,005,181	8,056,461	11,219,033	5,716,722	18,558,812
450 - STORM WATER FUND						
SERVICE CHARGES - STORMWATER UTILITY						
343800	STORM WATER FUND STORM WATER	623,483	741,568	640,634	596,996	760,082
	TOTAL SERVICE CHARGES - STOR	623,483	741,568	640,634	596,996	760,082
TOTAL 450 - STORM WATER FUND		623,483	741,568	640,634	596,996	760,082
TOTAL ENTERPRISE FUNDS		9,628,665	10,398,029	11,859,667	6,313,718	19,318,894

SPECIAL REVENUE FUNDS

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

FUND	REVENUE	CITY CONTRIBUTION	TOTAL
SPECIAL LAW ENFORCEMENT	10,000	-	10,000
PEOPLES TRANSPORATION TAX	1,226,838	-	1,226,838
COMMUNITY REDEVELOPMENT AGENCY	353,723	183,423	537,146
	1,590,561	183,423	1,773,984

The Special Law Enforcement Fund accounts for proceeds from the State's law enforcement trust fund, fines, and forfeitures. Dollars from monthly fine proceeds are primarily used towards training. The FY 2018-2019 revenue budget includes $10,000 from the State.

Peoples Transportation Tax (formerly PTT) Fund –The City has budgeted $1,226,838 in the Transportation Tax Fund to fund the Bus Circulator ($180,000) and the following projects:

- Road Improvements

The City is anticipating $1,226,838 in current year PTT proceeds and other funding and will carry forward the unused portion from prior years' proceeds to FY 2018-2019 to complete the above mentioned projects. Revenue estimates are provided by Miami-Dade County and any unused dollars will be carried forward to be used within the next five years. The City will also use Local Option Gas Tax dollars towards these projects.

Transportation Fund revenue includes the following:

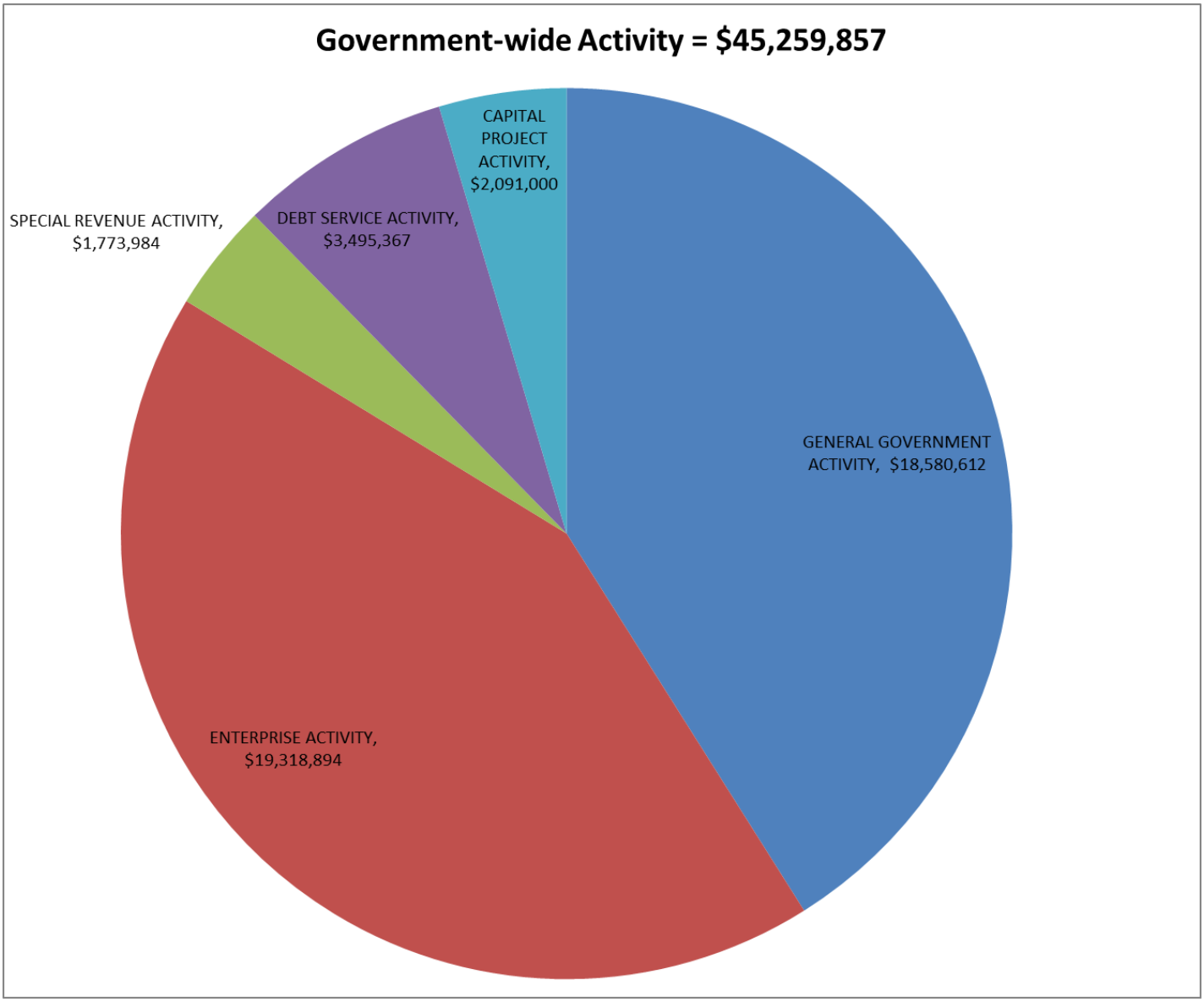
CITT Revenue	1,226,838
Transfers In - Fund Balance	0
Total	$1,226,838

Community Redevelopment Agency (CRA Fund) – The CRA fund was established to account for activities of the Community Redevelopment Agency. This plan and agency was approved by the City Commission in FY 2011 to spearhead physical and economic development in the City of Opa-locka. The CRA Fund will receive a total of $537,146 in TIF and City ad valorem tax revenues, combined. The Community Development Department has taken over operations of the CRA Fund.

CITY OF OPA-LOCKA (FY 2018 - 2019)

OPERATING REVENUE SUMMARY SPECIAL REVENUE FUNDS

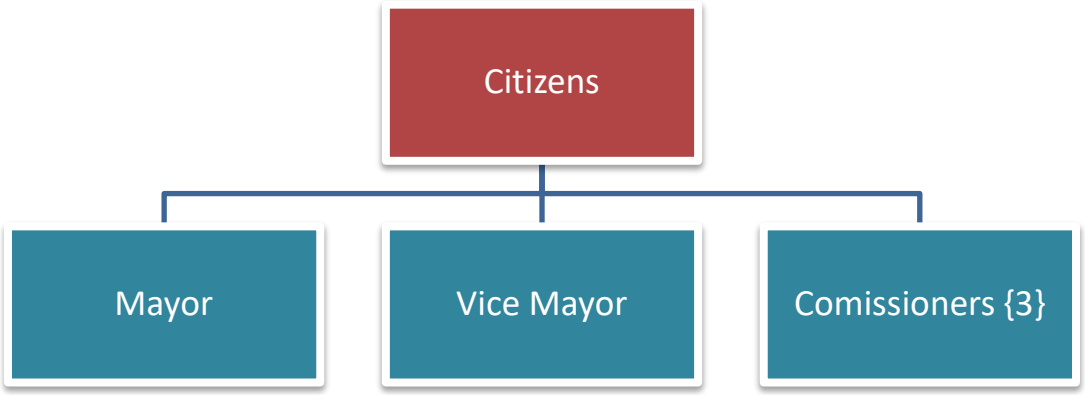
		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 AMENDED BUDGET	FY 2018 UNAUDITED YTD	FY 2019 ADOPTED BUDGET
165 - SPECIAL LAW ENFORCEMENT						
SPECIAL LAW ENFORCEMENT FUND						
335210	SPECIAL LAW ENFORCEMENT LAW EN	3,591	3,938	0	2,537	10,000
364120	SPECIAL LAW ENFORCEMENT AUCTIO	38,073	0	0	0	0
369900	SPECIAL LAW ENFORCEMENT OTHER	0	105,896	0	0	0
383010	SPECIAL LAW ENFORCEMENT TRANS I	0	0	10,000	0	0
	TOTAL SPECIAL LAW ENFORCEME	41,664	109,834	10,000	2,537	10,000
TOTAL 165 - SPECIAL LAW ENFORCEMENT		41,664	109,834	10,000	2,537	10,000
176 - PEOPLES TRANS TAX FUND						
TRANSPORTATION FUND						
312405	PEOPLES TRANS TAX FUND FIRST LOC	176,875	0	0	0	0
312410	PEOPLES TRANS TAX FUND COUNTY N	68,649	0	0	0	0
334950	PEOPLES TRANS TAX FUND CNTY TRA	126,207	150,000	241,707	60,000	1,226,838
334951	PEOPLES TRANS TAX FUND TRANSIT I	0	72,006	0	0	0
	TOTAL TRANSPORTATION FUND	371,731	222,006	241,707	60,000	1,226,838
TOTAL 176 - PEOPLES TRANS TAX FUND		371,731	222,006	241,707	60,000	1,226,838
180 - CRA FUND						
COMMUNITY REDEVELOPMENT AGY FUND						
311110	CRA FUND AD VALOREM TAXES - CIT	0	0	469,253	0	353,723
311120	CRA FUND AD VALOREM TAXES - COU	27,096	0	116,139	0	183,423
	TOTAL COMMUNITY REDEVELOP	27,096	0	585,392	0	537,146
TOTAL 180 - CRA FUND		27,096	0	585,392	0	537,146
TOTAL SPECIAL REVENUE FUNDS		440,491	331,840	837,099	62,537	1,773,984


Government-wide Activity = $45,259,857
CAPITAL PROJECT ACTIVITY, $2,091,000
DEBT SERVICE ACTIVITY, $3,495,367
SPECIAL REVENUE ACTIVITY, $1,773,984
GENERAL GOVERNMENT ACTIVITY, $18,580,612
ENTERPRISE ACTIVITY, $19,318,894

City Commission

City Commission

Position Title	Number Budgeted	Total Salary and Benefits
Mayor	1	16,152
Vice Mayor	1	16,152
Commissioner	3	48,459
Total	5	$80,763



City Commission

DEPARTMENT DESCRIPTION

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

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

SERVICES

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

Economic Development

→ Continue to guide the City along a path that allows for the most effective use of the City's resources.

→ Establish priorities that protect and promote the fiscal well-being of the City.

→ Continue to monitor and update the Five-Year Strategic Plan ensuring that it is followed and meets the current expectation of City residents

DEPARTMENT HIGHLIGHTS

- In November 2018, elections will be held for Mayor, two City Commission seats for 4 year term and a special election for a 2 year term.

CITY OF OPA-LOCKA (FY 2018 - 2019)

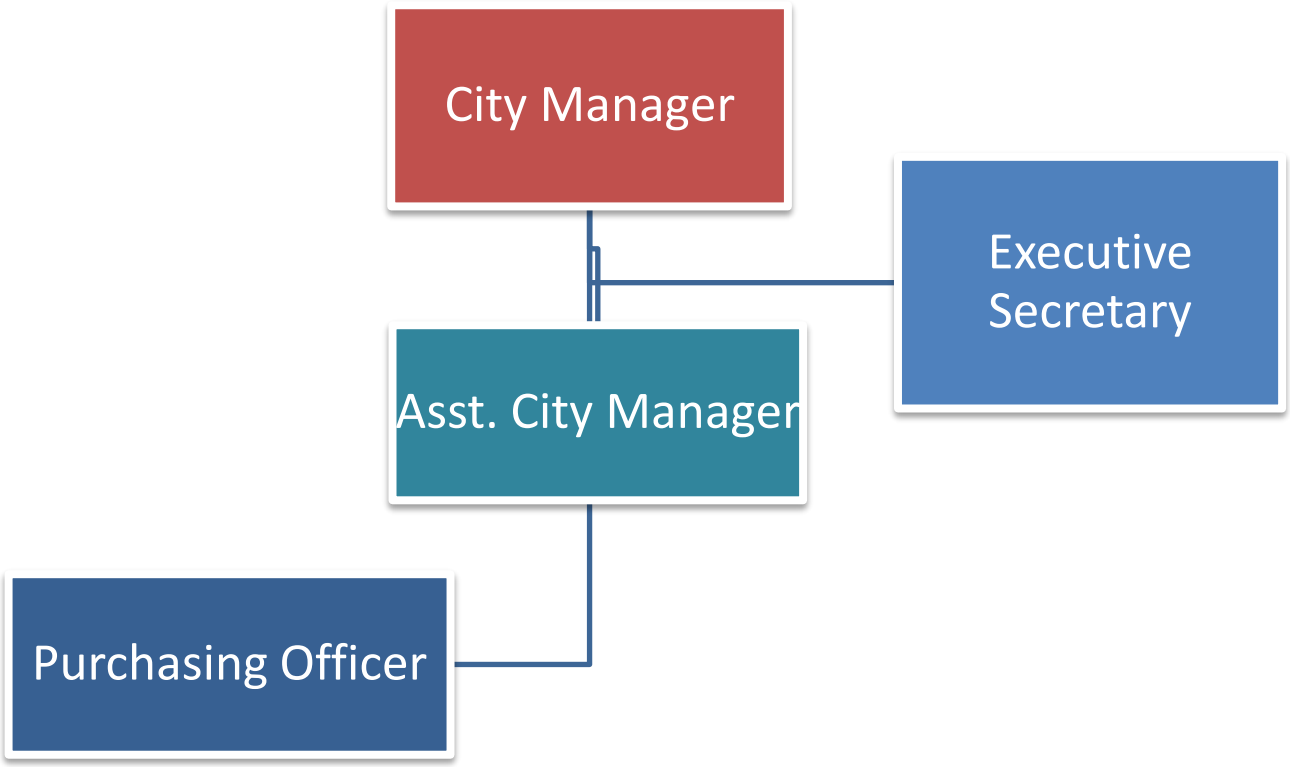
EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
CITY COMMISSION							
511110	SALARIES-EXECUTIVE	36,300	30,250	33,000	30,250	33,000	33,000
511210	FICA	2,777	2,314	2,524	2,314	2,525	7,350
511220	RETIREMENT	13,966	14,265	15,023	13,861	16,071	6,860
511230	LIFE AND HEALTH INSURANCE	82,167	33,086	43,054	39,491	33,842	33,553
511REG	SALARIES-REGULAR	0	0	0	0	0	0
	PERSONNEL EXPENSES	135,210	79,916	93,602	85,916	85,438	80,763
511306	MONTHLY ALL. MAYOR	1,800	0	1,200	0	2,400	1,200
511307	MONTHLY ALL. COMMISSION	7,200	-200	4,800	69	9,600	4,800
511401	TRAVEL - TERENCE PINDER	3,462	515	0	0	0	0
511402	TRAVEL - JOSEPH L. KELLEY	1,475	24	0	0	0	0
511404	TRAVEL - MYRA TAYLOR	4,623	1,294	0	0	0	0
511407	TRAVEL - DOROTHY JOHNSON	150	0	0	0	0	0
511409	TRAVEL - LUIS B. SANTIAGO	151	1,064	0	0	0	0
511411	TRAVEL - MATTHEW PIGATT	0	150	0	0	0	0
511482	STATE OF THE CITY	633	0	633	633	100	500
511493	GENERAL EXPENSES	4,226	1,936	0	0	0	0
511510	OFFICE SUPPLIES	297	669	817	470	750	750
511520	OPERATING SUPPLIES	122	231	0	0	0	0
511540	PUB/SUBS/MEMBERSHIPS	834	50	0	0	0	0
511SCH	SCHOLARSHIP EXPENSE	0	0	0	0	0	5,000
	OPERATING EXPENSE	24,973	5,733	7,450	1,172	12,850	12,250
511441	INFORMATION TECH CHARGES	16,811	0	22,412	20,546	22,412	22,412
511442	INSURANCE CHARGES - RISK	14,031	0	18,712	17,149	18,712	18,712
511REN	RENTAL EXPENSE - TCO	0	0	0	0	33,737	33,737
	INTERFUND ALLOCATION	30,842	0	41,124	37,695	74,861	74,861
TOTAL CITY COMMISSION		191,024	85,649	142,175	124,783	173,149	167,874

City Manager

City Manager

Position Title	Number Budgeted	Total Salary and Benefits
City Manager	1	149,835
Assistant City Manager	1 (vacant)	132,660
Executive Secretary	1	80,677
Purchasing Officer	1 (vacant)	0
Receptionist	1	41,242
Carpenter	1 (vacant)	40,052
Total	6	$444,466



City Manager

DEPARTMENT DESCRIPTION

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

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

SERVICES

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

ACCOMPLISHMENTS

- Maintain the City's long-term financial stability.
- Aggressively apply for grants for park improvements, infrastructure improvements and additional police resources.
- Hire administrative personnel to maximize efficiency of operations.
- Revise the personnel policies of the City to allow for corrections of personnel placements.
- Continue to actively repay all debt obligations.
- Effectuate full occupancy within the Administrative Complex.
- Require more detailed reporting for all financial accounting.
- Continue redevelopment efforts throughout the City by providing an attractive environment ready for investment.
- Increase the public safety presence throughout the City.

City Manager

- Closely monitor the FY 2018-2019 Budget by controlling expenses, maximizing revenues, and curtailing non-budgeted items.
- Provide top quality, responsive, and reliable services to customers by listening to community needs.
- The City Manager will continue to work with all departments in the planning and implementation of initiatives that promote safety particularly from a proactive and preventive manner.
- The City Manager will support the CRA in developing creative and original incentives with a focus on the development.

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
CITY MANAGER EXECUTIVE							
512110	SALARIES EXECUTIVE	130,243	21,798	321,889	222,874	112,500	235,000
512120	SALARIES REGULAR	476,839	247,533	90,010	110,417	94,621	94,760
512140	SALARIES - OVERTIME	547	15,209	82	458	0	0
512210	FICA	43,188	21,470	31,568	24,254	15,534	24,732
512220	RETIREMENT	47,992	33,652	48,630	34,678	32,498	23,083
512230	LIFE & HEALTH INSURANCE	51,235	18,768	32,633	26,519	25,516	16,615
	PERSONNEL EXPENSES	750,043	358,430	524,813	419,202	280,669	394,190
512311	EMPLOYEE PHYSICALS	26	45	0	0	0	0
512400	TRAVEL & PER DIEM	1,314	0	0	0	1,690	1,690
512420	POSTAGE & FREIGHT	0	25	0	0	1,500	1,500
512493	GENERAL EXPENSES	0	228	0	0	0	0
512499	TRAVEL - PRIVATE VEHICLE	7,414	3,323	0	0	0	0
512510	OFFICE SUPPLIES & EXPENSE	6,934	1,392	4,440	3,228	2,000	2,000
512541	EDUCATION EXP	0	0	0	0	1,170	1,170
512CO	COMPUTER	0	0	0	0	1,500	1,500
512FUR	FURNITURE & FIXTURES	0	0	0	0	300	300
	OPERATING EXPENSE	15,688	5,013	4,440	3,228	8,160	8,160
512441	INFORMATION TECH CHARGES	33,605	0	44,804	41,072	12,547	12,547
512442	INSURANCE CHARGES - RISK	35,334	0	47,110	43,186	46,087	46,087
512REN	RENTAL EXPENSE - TCO	0	0	0	0	47,894	47,894
	INTERFUND ALLOCATION	68,939	0	91,914	84,258	106,528	106,528
	TOTAL CITY MANAGER EXECUTIVE	834,670	363,443	621,167	506,688	395,356	508,877

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
CITY MAN. GEN. GOV.							
519240	WORKERS COMPENSATION	14,719	22,424	-3,270	-3,270	0	0
519250	UNEMPLOYMENT COMPENSATIO	19,523	32,175	0	0	0	0
	PERSONNEL EXPENSES	34,242	54,599	-3,270	-3,270	0	0
519312	OTHER PROFESSIONAL SVCS	44,610	64,858	50,077	45,000	20,110	20,110
519340	OTHER CONTRACTED SERVICES	125,040	22,324	0	0	12,100	12,100
519390	CONTINGENCIES	10,800	20,000	0	0	0	0
519400	TRAVEL & PER DIEM	15,599	4,614	50	171	0	0
519411	TELEPHONE - NEXTEL	48,269	41,804	0	0	0	0
519413	TELEPHONE - SUNCOM	57,860	89,850	0	0	0	0
519420	POSTAGE	606	1,194	1,263	846	0	0
519430	ELECTRIC, GAS, WATER	336,239	506,358	310,824	257,099	288,046	288,046
519440	RENTALS & LEASES	46,153	29,717	27,004	19,300	24,000	24,000
519461	REPAIR & MAIN BUILDING	622	9,092	4,335	170	0	0
519480	PROMOTIONAL ACTIVITIES	8,084	11,915	4,934	3,268	0	0
519493	GENERAL EXPENSES	15,766	25,070	8,043	8,043	0	0
519510	OFFICE SUPPLIES & EXPENSE	21,580	151	0	0	0	0
519520	OPERATING EXPENSES	2,559	26,390	0	0	0	0
519540	PUBL/SUBS/MEMBERSHIPS	4,939	0	0	0	3,000	3,000
519541	EDUCATIONAL COSTS	689	0	348	348	0	1,200
519992	ENCUMBERANCE RESERVE	2,117	4,025	345,480	24,711	200,000	0
519994	OBLIGATION TO DOR-RLC	0	789,008	208,250	0	580,000	580,000
519995	TAX INCREMENT FINANCING	0	0	195,444	0	0	0
519997	TAX PAYMENTS	3,077	0	3,077	3,077	20,000	20,000
519dad	DEBT DUE TO MIAMI DADE	0	0	0	0	0	0
	OPERATING EXPENSE	744,609	1,646,369	1,159,128	362,032	1,147,256	948,456
519620	BUILDING IMPROVEMENTS	17,890	0	0	0	0	0
519642	OFFICE FURN & EQUIPMENT	0	0	0	0	424	424
519648	AUTOMOTIVE LEASE	73,487	18,673	0	0	0	0
	CAPITAL	91,377	18,673	0	0	424	424
519441	INFORMATION TECH CHARGES	0	0	0	0	45,415	45,415
519442	INTERNAL SVC. CHARGES - RISK I	0	0	0	0	39,373	39,373
	INTERFUND ALLOCATION	0	0	0	0	84,788	84,788
519996	OBLIGATION HISTORIC GRANT	0	0	41,650	0	0	0
	NON OPERATING EXPENSE	0	0	41,650	0	0	0
CITY MANAGER EMERGENCY							
525390	CONTINGENCIES	100,941	221,759	100,941	339,734	30,000	30,000
	OPERATING EXPENSE	100,941	221,759	100,941	339,734	30,000	30,000
TOTAL CITY MAN. GEN. GOV.		971,169	1,941,400	1,298,449	698,496	1,262,468	1,063,668

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND						
CITY MANAGER EMERGENCY						
525390 CONTINGENCIES	100,941	221,759	100,941	339,734	30,000	30,000
OPERATING EXPENSE	100,941	221,759	100,941	339,734	30,000	30,000
TOTAL CITY MANAGER EMERGENCY	100,941	221,759	100,941	339,734	30,000	30,000

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND						
CITY MAN INTERFUND TRANSF						
581925 TRANS OUT - WATER & SEWER	0	0	0	0	0	0
581926 TRANS OUT - TOWN CENTER	0	0	325,568	0	0	0
TRANSFERS	0	0	325,568	0	0	0
TOTAL CITY MAN INTERFUND TRANSF	0	0	325,568	0	0	0

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND						
CITY MANAGER RESERVES						
581920 GENERAL FUND RESERVE	0	0	1,000,000	0	500,000	500,000
581922 SICK ANNUAL LEAVE RESERVE	0	0	66,873	41,216	65,000	65,000
581992 WORKIGN CAPITAL RESERVE	9,749	0	62,052	9,749	1,133,141	0
RESERVES	9,749	0	1,128,926	50,965	1,698,141	565,000
TOTAL CITY MANAGER RESERVES	9,749	0	1,128,926	50,965	1,698,141	565,000

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
490 - TOWN CENTER ONE							
TOWN CENTER							
519120	SALARIES REGULAR	0	0	31,206	0	29,120	29,120
519210	FICA	0	0	928	0	2,184	2,184
519220	RETIREMENT	0	0	960	0	2,038	2,038
519230	LIFE & HEALTH INSURANCE	0	0	1,230	0	5,289	6,711
	PERSONNEL EXPENSES	0	0	34,324	0	38,631	40,053
519312	OTHER PROFESSIONAL SVCS	0	0	6,162	5,395	0	0
519340	OTHER CONTRACTED SERVICES	3,199	127,346	138,252	121,548	200,946	180,946
519430	ELECTRIC, GAS, WATER	0	11,161	58,044	57,857	79,316	79,316
519450	INFORMATION TECH CHARGES	213	0	0	0	0	0
519461	REPAIR & MAIN BUILDING	170,396	107,713	52,774	59,940	30,000	50,000
519462	REIMBURSEMENT - ADMIN.	36,280	0	43,538	39,908	0	0
519463	REIMBURSEMENT - ELECT.	14,074	0	16,890	15,482	0	0
519494	REAL ESTATE TAXES	0	162,018	158,000	142,083	0	0
	OPERATING EXPENSE	224,162	408,238	473,660	442,213	310,262	310,262
513VEH	VEHICLE SERVICE CHARGES	0	0	0	0	4,531	4,531
519441	INFORMATIN TECH CHARGES	16,802	0	22,402	20,536	1,902	1,902
519442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	40,000	40,000
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	46,433	46,433
519RES	RESERVES	0	0	0	0	0	310,440
	RESERVES	0	0	0	0	0	310,440
TOTAL TOWN CENTER		258,136	408,238	553,281	483,737	395,326	707,188

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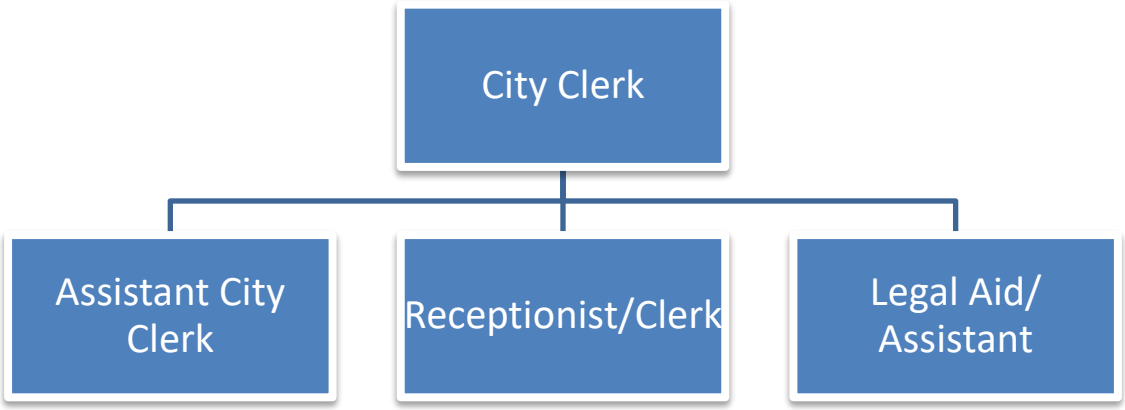
City Clerk

City Clerk

Position Title	Number Budgeted	Salary and Benefits
City Clerk	1	94,303
Assistant City Clerk	1	50,472
Receptionist / Clerk	1	47,030
Legal Aid/ Assistant	1	75,410
Total	4	$267,215



City Clerk

DEPARTMENT DESCRIPTION

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

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

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

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

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

SERVICES

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
CITY CLERK							
512110	SALARIES EXECUTIVE	89,037	80,587	77,147	67,967	76,500	76,500
512120	SALARIES REGULAR	63,006	63,019	75,475	69,658	73,434	133,434
512130	SALARIES - PART TIME	0	0	15,000	0	15,000	0
512140	SALARIES - OVERTIME	1,409	690	0	0	0	0
512210	FICA	11,697	11,007	11,879	10,167	12,370	15,745
512220	RETIREMENT	25,263	24,561	28,269	24,595	23,785	14,695
512230	LIFE & HEALTH INSURANCE	23,731	15,770	14,001	12,448	22,566	26,842
512311	EMPLOYEE PHYSICALS	0	90	0	0	0	0
512311	EMPLOYEE PHYSICALS	0	90	0	0	0	0
	PERSONNEL EXPENSES	214,143	195,814	221,771	184,836	223,656	267,217
512312	OTHER PROFESSIONAL SVCS	0	26,408	35,000	577	35,000	25,507
512340	OTHER CONTRACTED SVCS	0	227	0	0	0	0
512420	POSTAGE & FREIGHT	5,010	2,992	5,983	1,272	5,000	5,000
512440	RENTALS & LEASES	12,381	-1,707	6,183	2,799	5,060	12,060
512482	STATE OF THE CITY ADDRESS	7,918	0	0	0	0	0
512490	LEGAL ADVERTISING	22,473	20,805	30,412	24,702	25,000	25,000
512491	OTHER ADVERTISING	2,494	3,072	0	0	0	0
512493	GENERAL EXPENSES	3,836	4,297	0	0	0	0
512499	TRAVEL - PRIVATE VEHICLE	6,978	3,323	0	0	0	0
512510	OFFICE SUPPLIES & EXPENSE	4,030	1,776	6,113	4,271	2,500	5,000
512520	OPERATING EXPENSES	30	1,062	0	0	0	0
512528	SOFTWARE PURCHASES	0	0	0	0	15,630	15,630
512540	PUBL/SUBS/MEMBERSHIPS	478	1,270	0	185	500	500
512CO	COMPUTER	0	0	0	0	1,000	1,000
512edu	EDUCATION	0	0	0	0	0	2,000
	OPERATING EXPENSE	65,628	63,525	83,691	33,806	89,690	91,697
512441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	12,917	12,917
512442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	21,652	21,652
512REN	RENTAL EXPENSE - TCO	0	0	0	0	27,576	27,576
512VEH	VEHICLE SERVICE CHARGES	0	0	0	0	4,531	4,531
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	66,676	66,676
TOTAL CITY CLERK		313,745	259,338	350,758	260,166	380,022	425,589

City Attorney

City Attorney

DEPARTMENT DESCRIPTION

The Office of the City Attorney provides legal support and advice to the City Commission and City Manager on all legal matters involving the City. The City Attorney is appointed by the City Commission for an indefinite term and serves at the discretion of the City Commission. Risk management was transferred to Human Resources in FY 2013-2014.

SERVICES

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND						
CITY ATTORNEY						
514340 OTHER CONTRACTED SERVICES	90,500	321,300	237,600	221,060	237,600	237,600
514390 CONTINGENCIES	186,044	174,597	200,292	144,182	250,000	250,000
OPERATING EXPENSE	276,544	495,897	437,892	365,242	487,600	487,600
514441 INFORMATION TECH CHARGES	0	0	0	0	3,804	3,804
514REN RENTAL EXPENSE - TCO	0	0	0	0	16,470	16,470
INTERFUND ALLOCATION	0	0	0	0	20,274	20,274
TOTAL CITY ATTORNEY	276,544	495,897	437,892	365,242	507,874	507,874

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Human Resources

Human Resources

Position Title	Number Budgeted	Salary and Benefits
Human Resources Director	1	86,060
Human Resources Administrator	1	59,103
Risk Manager	1 (Vacant)	77,700
Human Resource Assistant	0	0
Total	**3**	**$222,863***

*Total represents personnel expenses for Human Resources and Risk Management, excluding worker's compensation.

Human Resources

DEPARTMENT DESCRIPTION

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

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

SERVICES

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

ACCOMPLISHMENTS

- Implemented employee wellness program
- Completed 2017 Affordable Care Act (ACA) Reporting
- Developed an employee whistleblower policy
- Hosted Summer Youth Employment Program with South Florida Work Force

GOALS

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
HUMAN RESOURCES							
513110	SALARIES EXECUTIVE	4,331	0	66,636	61,304	86,500	69,300
513120	SALARIES REGULAR	185,323	115,293	21,714	43,374	22,879	45,758
513140	SALARIES - OVERTIME	100	1,274	0	0	0	0
513210	FICA	13,681	8,628	9,398	7,187	8,203	8,629
513220	RETIREMENT	11,009	10,256	21,235	2,795	21,497	8,054
513230	LIFE & HEALTH INSURANCE	18,444	12,659	10,422	8,156	13,996	13,421
	PERSONNEL EXPENSES	232,887	148,111	129,405	122,816	153,075	145,162
513311	EMPLOYEE PHYSICALS	35	100	5,830	3,667	5,560	5,560
513312	OTHER PROFESSIONAL SVCS	1,168	6,035	0	0	0	0
513340	OTHER CONTRACTED SERVICES	1,197	39,219	69,218	50,550	70,220	70,220
513398	EMPLOYEE RECOGNITION	200	0	1,200	0	1,200	1,200
513420	POSTAGE	78	178	162	24	150	150
513440	RENTALS & LEASES	33,107	24,694	3,015	1,015	14,281	14,281
513470	PRINTING & BINDING	0	485	0	0	0	0
513493	GENERAL EXPENSES	0	3,070	0	0	0	0
513510	OFFICE SUPPLIES & EXPENSE	1,099	86	2,000	1,077	1,500	1,500
513542	EMPLOYEE TRAINING	199	0	0	388	0	0
515530	ADVERTISING	0	0	0	0	1,750	1,750
515540	EDUCATION/MEMBERSHIPS	0	0	0	0	4,684	4,684
515CO	COMPUTER	0	0	0	0	2,250	2,250
	OPERATING EXPENSE	37,083	73,866	81,425	56,721	101,595	101,595
513441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	3,359	3,359
513442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	20,826	20,826
513REN	RENTAL EXPENSE - TCO	0	0	0	0	30,965	30,965
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	55,150	55,150
TOTAL HUMAN RESOURCES		303,944	221,977	256,126	221,061	309,821	301,908

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
118 - RISK MANAGEMENT FUND							
PROP, CASUALTY, WRK COMP							
513120	SALARIES REGULAR	0	0	22,879	0	22,879	62,000
513210	FICA	0	0	0	0	1,750	4,650
513220	RETIREMENT	8,644	0	5,503	11,238	1,890	4,340
513230	LIFE & HEALTH INSURANCE	0	0	741	0	2,665	6,711
513240	WORKER'S COMPENSATION	8,802	0	24,337	20,852	22,000	22,000
	PERSONNEL EXPENSES	17,446	0	53,460	32,090	51,184	99,701
513245	ACCIDENTAL DEATH	0	0	0	0	1,343	1,343
513250	UNEMPLOYMENT COMPENSATIO	0	0	1,925	0	40,000	40,000
513390	CONTINGENCIES	37	0	75,419	75,419	0	0
513392	MOTOR VEHICLE CLAIMS	7,863	0	8,917	7,863	40,000	30,000
513394	GENERAL LIABILITY CLAIMS	2,500	0	2,500	2,500	40,000	0
513420	POSTAGE	0	0	0	0	150	150
513451	INSURANCE CHARGES - RISK	1,359,866	0	1,787,630	1,502,454	1,923,493	1,923,493
513452	GENERAL LIABILITY CLAIMS	2,500	0	2,500	2,500	150,000	150,000
	OPERATING EXPENSE	1,372,766	0	1,878,891	1,590,736	2,194,986	2,144,986
513441	INFORMATION TECH CHARGES	16,802	0	22,403	20,536	2,069	2,069
	INTERFUND ALLOCATION	16,802	0	22,403	20,536	2,069	2,069
TOTAL PROP, CASUALTY, WRK COMP		1,407,014	0	1,954,754	1,643,362	2,248,239	2,246,756

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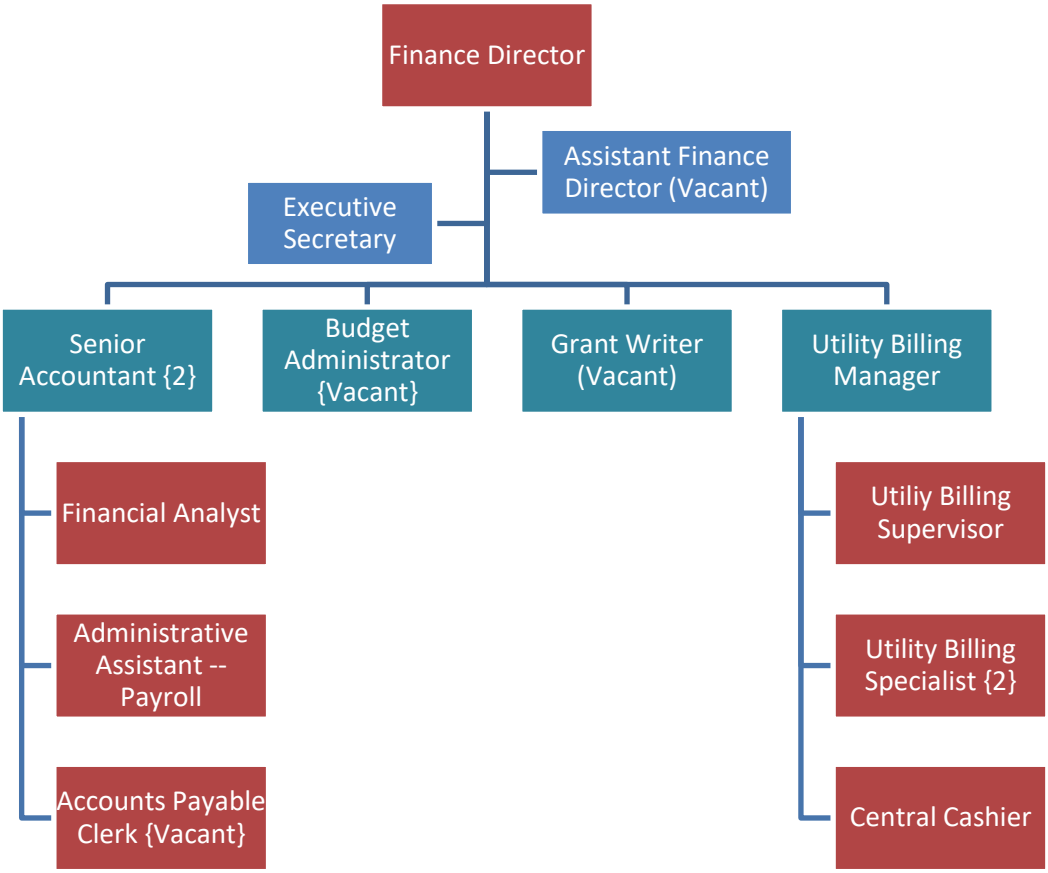
Finance Department

Finance Department

Position Title	Number Budgeted	Total Salary and Benefits
Finance Director	1	120,632
Senior Accountant	2	197,754
Financial Analyst	1	61,092
Budget Administrator	1 {Vacant}	88,572
Executive Secretary	1	65,672
Administrative Assistant - Payroll	1	52,476
Grant Writer	0	0
Accounts Payable Clerk	0	0
Utility Billing Manager	1	96,020
Utility Billing Supervisor	1	64,363
Utility Billing Specialist	2	95,204
Central Cashier	1	40,362
Collections Clerks – Part Time	1	26,061
Total	14	$908,208

*Total represents personnel expenses for the Finance and Utility Billing departments.



Finance Department

DEPARTMENT DESCRIPTION

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

SERVICES

Financial Administration

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

Accounting

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

Utility Billing/Collections

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

MAJOR ACCOMPLISHMENTS

- Hired skilled technical staff, including a UB Manager, to address and manage multiple areas within the accounting and finance areas.
- Completed the 2008 through 2010 CITT requirements. The 2015 and 2016 CITT audit will be completed by the 1st quarter of 2019.
- Issued the 2015 CAFR and nearing completion of the 2016 audit. Plans include completing the 2017 audit by the 1st quarter of 2019.
- Implemented policies and procedures for the daily posting of transactions and the timely issuance of monthly financial reports.
- Hired and trained staff to address issues in the UB department in order to successfully meet the needs of the residents and customers, and to facilitate the transition of the billing to Miami Dade County.
- Streamlined the AP process in order to ensure that vendor payments are made in a timely manner.

GOALS

- Continue to implement processes and procedures to ensure that all filings and reporting are completed by the respective deadlines.
- Ensure that the Grants area is staffed and that the City is utilizing all opportunities for the City's enhancement and progress.
- Identify and correct any inefficiencies thereby maximizing output with the available resources.
- Ensure that the residents and customers of Opa-locka are professionally served.

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
FINANCE							
513110	SALARIES EXECUTIVE	101,466	94,321	100,839	103,923	96,000	96,000
513120	SALARIES REGULAR	223,068	180,400	153,346	200,431	350,101	350,101
513140	SALARIES - OVERTIME	497	14,387	382	382	0	0
513210	FICA	24,370	20,670	21,370	25,162	33,458	33,458
513220	RETIREMENT	18,535	18,222	26,988	27,982	46,587	46,587
513230	LIFE & HEALTH INSURANCE	17,410	14,928	20,233	22,602	60,053	60,053
	PERSONNEL EXPENSES	385,346	342,927	323,157	380,482	586,198	586,198
513311	EMPLOYEE PHYSICALS	35	45	0	0	0	0
513312	OTHER PROFESSIONAL SVCS	24	0	0	0	1,500	1,500
513320	ACCOUNTING & AUDITING	1,075	23,015	41,825	27,000	50,000	50,000
513340	OTHER CONTRACTED SERVICES	43,350	133,622	91,909	71,689	59,000	59,000
513420	POSTAGE	8,529	1,097	591	222	1,000	1,000
513440	RENTALS & LEASES	3,977	8,584	2,499	803	8,932	8,932
513462	OFFICE RENOVATION SUPPLY	508	0	508	508	0	0
513493	GENERAL EXPENSES	167	0	0	0	0	0
513510	OFFICE SUPPLIES & EXPENSE	2,953	1,786	2,660	3,229	3,000	3,000
513520	OPERATING EXPENSE	11,974	3,667	202	761	0	0
	OPERATING EXPENSE	72,591	171,816	140,194	104,212	123,432	123,432
513441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	19,756	19,756
513442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	23,304	23,304
513REN	RENTAL EXPENSE - TCO	0	0	0	0	52,380	52,380
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	95,440	95,440
TOTAL FINANCE		491,912	514,743	508,647	526,218	805,070	805,070

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND							
FINANCE							
513110	SALARIES EXECUTIVE	20,593	0	0	9,000	0	0
513120	SALARIES REGULAR	119,321	132,594	148,060	175,538	228,166	229,167
513130	SALARIES - PART TIME	0	0	0	0	35,483	16,900
513140	SALARIES - OVERTIME	509	221	15	37	0	0
513210	FICA	13,920	9,594	12,757	13,540	19,774	18,455
513220	RETIREMENT	9,911	9,331	12,032	13,142	18,455	17,225
513230	LIFE & HEALTH INSURANCE	24,849	21,900	26,089	21,033	28,844	40,263
	PERSONNEL EXPENSES	189,102	173,640	198,953	232,290	330,723	322,010
513312	OTHER PROFESSIONAL SVCS	1,082	0	0	0	0	0
513320	ACCOUNTING & AUDITING	1,075	21,740	66,000	27,000	40,000	40,000
513340	OTHER CONTRACTED SERVICES	73,060	108,257	78,385	56,187	59,000	59,000
513420	POSTAGE	100	5,849	8,806	9,777	5,000	5,000
513430	ELECTRIC GAS & WATER	312	0	0	0	0	0
513440	RENTALS & LEASES	0	59,542	0	0	0	0
513451	INSURANCE CHARGES - RISK	640,476	1,282,910	0	0	0	0
513493	GENERAL EXPENSES	188	3,490	35,198	35,165	35,000	35,000
513510	OFFICE SUPPLIES & EXPENSE	1,813	2,004	2,250	2,704	2,250	2,250
513511	LIEN RECORDING CHARGES	10	91	1,500	143	750	750
513520	OPERATING EXPENSE	400	0	0	0	0	0
513CRE	CREDIT CARD FEES	0	0	0	0	57,600	57,600
535542	DEBT DUE TO MIAMI DADE	0	0	0	0	1,505,136	616,068
	OPERATING EXPENSE	718,516	1,483,883	192,139	130,976	1,704,736	815,668
513441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	16,432	16,432
513442	INSURANCE CHARGES - RISK	962,181	0	1,282,910	1,175,999	840,176	840,176
513AD	ADMINISTRATIVE SERVICE CHAR	0	0	0	0	1,177,139	961,568
513REN	RENTAL EXPENSE - TCO	0	0	0	0	15,712	15,712
	INTERFUND ALLOCATION	978,983	0	1,305,312	1,196,535	2,049,459	1,833,888
513723	STATE REVOLVING LOAN	43,692	326,777	298,021	145,460	796,362	796,362
513734	SUNTRUST LOAN PAYMENT	317,234	116,319	0	0	0	0
	NON OPERATING EXPENSE	360,926	443,096	298,021	145,460	796,362	796,362
TOTAL FINANCE		2,247,527	2,100,619	1,994,425	1,705,260	4,881,280	3,767,927

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: DEBT SERVICE FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
230 - CAP. IMP. DEBT SERV. FUND						
FINANCE						
513710 BOND PRINCIPAL	430,000	45,000	722,415	510,000	527,000	527,000
513711 2015 BOND PRINCIPAL	0	113,696	234,270	174,926	243,390	243,390
513720 BOND INTEREST	209,621	134,062	177,679	177,679	159,957	159,957
513721 2015 BOND INTEREST	126,089	147,911	288,943	217,483	279,823	279,823
513910 TRANSFER OUT UNRESTRICTED	681,790	381,243	1,142,793	0	2,285,197	2,285,197
DEBT SERVICE	1,447,499	821,912	2,566,100	1,080,088	3,495,367	3,495,367
TOTAL FINANCE	1,447,499	821,912	2,566,100	1,080,088	3,495,367	3,495,367

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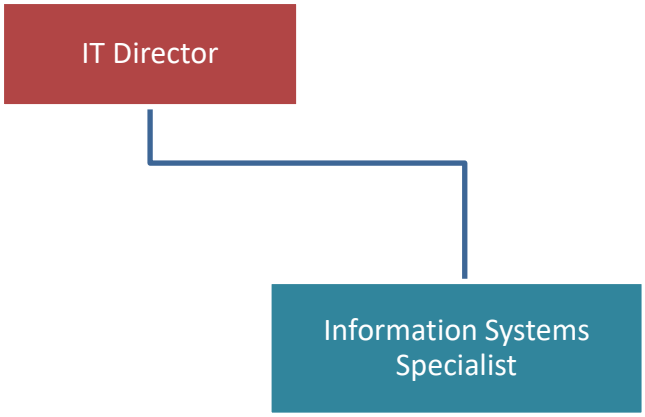
Information Technology

Information Technology

Position Title	Number Budgeted	Total Salary and Benefits
IT Director	1	94,303
Information Systems Specialist	1	66,537
Total	**2**	**$160,840**



Information Technology

DEPARTMENT DESCRIPTION

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

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

SERVICES

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

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

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

Server Support

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

Information Technology

Desktop and Educational Support

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

Communications

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

OPATV

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
119 - INFORMATION TECH FUND						
IT OPERATIONS						
512110 SALARIES EXECUTIVE	52,962	0	76,500	67,673	76,500	76,500
512120 SALARIES REGULAR	36,173	0	52,250	46,221	52,250	52,250
512210 FICA	4,296	0	9,849	6,085	9,849	9,656
512220 RETIREMENT	7,335	0	21,511	9,831	22,722	9,013
512230 LIFE & HEALTH INSURANCE	14,399	0	16,101	17,599	26,084	13,421
PERSONNEL EXPENSES	115,165	0	176,212	147,410	187,405	160,840
512411 TELEPHONE	36,841	0	81,600	52,565	82,000	82,000
512413 TELEPHONE - INTERNET	12,678	0	22,620	15,465	41,500	41,500
512510 OFFICE SUPPLIES & EXPENSE	0	0	75	37	300	300
512523 SPECIAL SUPPLIES	0	0	0	0	10,000	10,000
512528 SOFTWARE LICENSING	59,951	0	169,025	76,074	144,272	125,000
512646 COMPUTER EQUIPMENT	9,293	0	111,000	14,312	30,250	30,250
512648 AUTOMOTIVE LEASE/PURCHASE	3,784	0	7,260	4,865	5,946	5,946
512992 WORKING CAPITAL RESERVE	0	0	10,000	0	0	0
OPERATING EXPENSE	122,547	0	401,580	163,318	314,268	294,996
512442 INSURANCE CHARGES - RISK	16,802	0	27,073	20,536	14,430	14,430
512REN RENTAL EXPENSE - TCO	0	0	0	0	22,152	22,152
512VEH VEHICLE SERVICE CHARGES	0	0	0	0	9,061	9,061
INTERFUND ALLOCATION	16,802	0	27,073	20,536	45,643	45,643
TOTAL IT OPERATIONS	254,514	0	604,866	331,265	547,316	501,479

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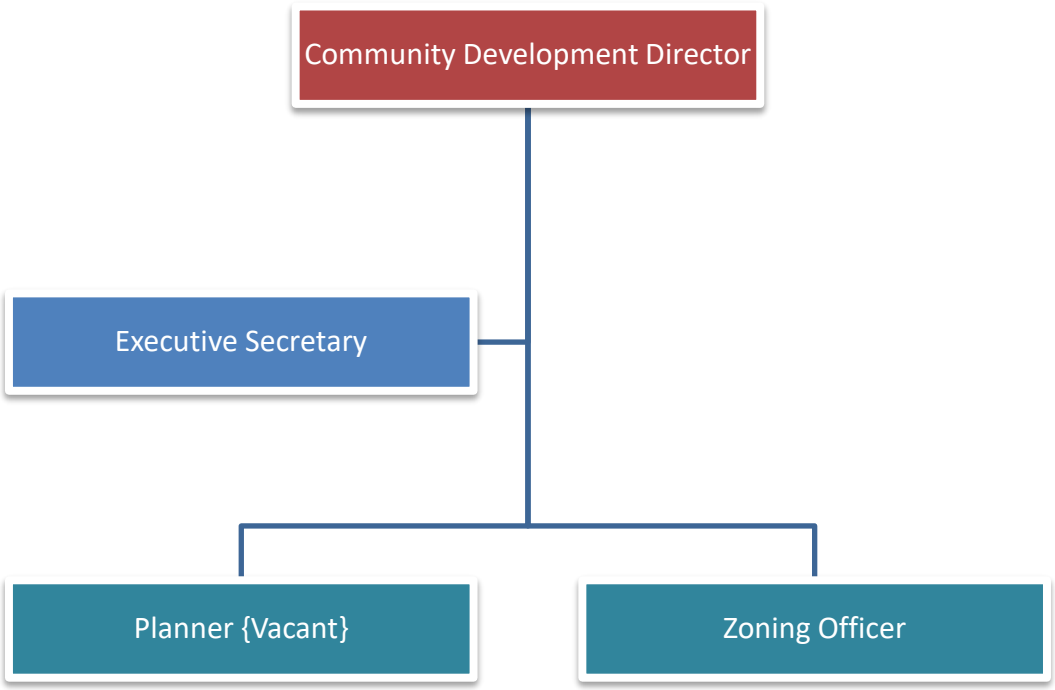
Planning and Community Development

Planning and Community Development

Position Title*	Number Budgeted	Total Salary and Benefits
Community Development Director*	1	105,578
Planner	1 (Vacant)	53,480
Zoning Officer*	1	77,150
Executive Secretary*	1	45,144
Total	**4**	**$281,352****

*10% of the salaries and benefits are allocated to CRA
**Total represents salary and benefits for Planning and Community Development and CRA



Planning and Community Development

DEPARTMENT DESCRIPTION

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

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

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

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

- Coordination 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 may be 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.

Planning and Community Development

Accomplishments

Below are the accomplishments achieved by the Department of Planning & Community Development from October 2016 to September 2018.

- As the PCD staff began to use the 2015 Land Development Regulation/Zoning Code [LDR/ZC], they noted there were some scrivener's errors that needed to be addressed to make the code function in the best interest of the City. The text amendment was made to address the scrivener's errors for the language of the code, Mixed Use Overlay District, allowing reuse and mixed used development along most of the commercial corridor of the City of Opa-locka. This accomplishment allowed commercial property owners and others to develop a mixture of new housing and commercial/light industrial uses and promote and rehabilitate under-utilized buildings in the area. This legislation was incorporated into the new LDR/ZC in October 2016.

- PCD Staff continued to monitor the Magnolia North Redevelopment Overlay District, allowing re-use and mixed-use development. This accomplishment allowed OLCDC and others to develop new housing and rehabilitate under-utilized buildings in the area. The OLCDC was constructing a 12-14 unit mixed use development on Lincoln Avenue and Duval Street which is incomplete. Also, Miami-Dade County has 14 county owned property to be considered for development. These are the sites that were to be developed by Habitat for Humanities in 2013-2014. The County released a RFP in late 2017 for the development of these properties. While the selection of the master developer has been delayed, a few of the properties have been given to small minority developers to develop the properties within a specific time span. PCD staff have met with a few of the minority developers to determine what the City of Opa-locka would like to see built on these sites.

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

- Manage the permitting process for the proposed Presidente Supermarket, Mosaic Apartments, Live-Work Residential project in Town Center area, and other commercial entities interested in expanding or relocating to Opa-locka. We are pursuing other commercial ventures to relocate or expand to the City. Family Dollar opened in May 2015. Presidente Supermarket project is in limbo is for sale. Burger King updated their store in late 2017-early 2018.

- The Opa-locka Municipal Complex [the City's previous administration building] was under private ownership. The property went into foreclosure and was subsequently purchased by the City of Opa-locka as the New City Hall. City Staff and Officials moved in July 2015 thru January 2016. While

Planning and Community Development

staff in the City Manager's Office have managed the building as best as they can, the City may need to hire a Realtor/Property Managers to lease the vacant office suites in the building. Questions remain regarding the parking arrangements for the building and outstanding agreements with the previous building owner.

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

- Implementing the City's New Tree Ordinance to better protect and enhance the tree canopies within the City of Opa-locka. Legislation was approved in 2015 by the City Commission that created a new board [Historic and Environmental Preservation] to address trees and environmental concerns along with historic buildings. This is a requirement as the City received Tree City USA designation. We have hosted several Arbor Day events with the local schools and parks to further promote 'the greening up" of the City of Opa-locka.

- In the Summer of 2014, PCD interns conducted a windshield survey of the aesthetic conditions of the residential properties in the City of Opa-locka and produced a list of 128 abandoned properties which need rehab or development by interested investors/residential developers. Since then, many of these properties have been sold for rehab or redevelopment. PCD staff manages the list bi-annually by updating it to reflect current conditions.

- In May 2015, the City was awarded a $400K grant from USEPA for assessment on Brownfield sites in the City of Opa-locka. The consultants, Terracon, have been working with City staff on identifying properties for phase one environmental assessment. Several property owners have taken advantage of the grant opportunities while a few still need to be convinced. The grant ended on September 30, 2018. PCD/CIP staff and the Terracon consultants have requested a 6-month extension to allow the balance of the funds [approximately $40K] to be exhausted. The extension request appears to be favorable.

- The Annexation Study for Annexation Areas A and B to expand the City's existing boundaries were addressed. Several groups have expressed concerns for annexation or incorporation of the area South of the Opa-Locka. Annexation requires initiation by the County Commissioner who represents the area of concern. No action is scheduled at this time.

Planning and Community Development

Development Activities and Projects - Status

In Progress

- Academy Bus Tour Company - Status of DA/Start of Construction. In the process of modifying plans. DA needs to be extended/modified.

- Opa-locka Travel Center [Vega Project] - Status - Amended DA approved by Planning Council and City Commission. DA needs to be recorded with County Clerk Office. Permit process started in May 2016. The plans for new construction is under review by the County. Existing truck parking operation to cease on October 1st, 2018 due to license not being renewed by City. Truck parking was not approved by City Commission. Date to commence Construction is unknown.

- NATS Truck Parking Terminal [Vega Property] - Status- Site Plan, Landscaping Mitigation and Employee Parking Improvement were completed in Summer 2018.

- RRRZ Property - Status - Properties acquire from City of Opa-locka in June 2015/Preliminary design discussed for Golf Course site but no plans have been submitted as of September 2018/Awaiting Site Plan submission for Planning Council. The Sale reverting to City Ownership is under consideration due to lack of development action/response from the property owner.

- Presidente Supermarket – For sale by Owners Sign on property-Coming Soon sign were removed/No answer from company/No construction mobilization.

- TMR - Signage Improvement - We are awaiting new signage. Reps seeking noise waiver for 24-hour operation [which was denied], permit for the fencing/screening above wall [approved], and ROW consent agreement for roadway improvements to be considered by Commission in December 2016/January 2017.

- Old KFC Site - Opa-locka Gateway Development Opportunity. Met with property owners regarding the code violations and condition of the property. Property owner wants to demolish the structures on the property.

- Mosaic Apartments, formerly Soma Residential/Mixed Use Development Andy Hershowitz Project - Status - 104 unit rental development including 10 live/work units for limited commercial use. Recommended approval by Planning Council on May 5th and approved on June 8 City Commission meeting. Project and property is for sale.
- Barton Retail Site - Owners seeking to reestablish package store while code requirement have changed restricting package store from parks churches and schools. Under litigation. Mini market has reopened.

Planning and Community Development

- Flea Market Site - The 72 acre property is under contract for purchase and closed in June 2017. Existing flea market operation will remain while acquisition/plans for redevelopment are being considered.

- Cuyahoga Site - Liens mitigated/property was sold in February 2018. Undergoing Brownfield mitigation and cleanup for future residential development. Meetings held with new developers.

- Sailboat Cove Phase Two - Developers acquired phase two in May 2016. Meeting with existing owners to address HOA concerns and code enforcement violations. Phase two has several code and maintenance violation.

- Magnolia Gardens/Ingram Park at Wilmington Street Site - City needs to replant 2+ acres for residential development.

- La Granja - Status of development/sale of property – Property is for sale for a commercial use.

- Glorietta Apartments - Status - Aswan Road site, 59 unit rehab is complete. Alexandria Drive site 161 unit under rehab with 10 new units to be built along with a new City Park is almost complete. Existing tenants have concerns regarding plumbing problems and water drainage and parking problem within the complex. The project should have been completed summer 2017. Awaiting final inspections and CO/CU.

- Crabby Restaurant Site - Acquired by new owners. Restoration was done to convert to an Adult Business/Lounge operation as a tenant. Project requires Special Exception for Adult Business use to be allowed per City Commission approval. Under litigation.

Completed Projects

- Lake Vue Oasis - Phase two - New 16 units completed.
- Downtown Development Forum – Complete. Held on March 4th, 2018.
- Tree City USA - Status and Implementation - Arbor Day event on April 29, 2018.
- Related UDG – Seeking funding for Phase two – 75-90 unit missed use tower on Aladdin and Fisherman.

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

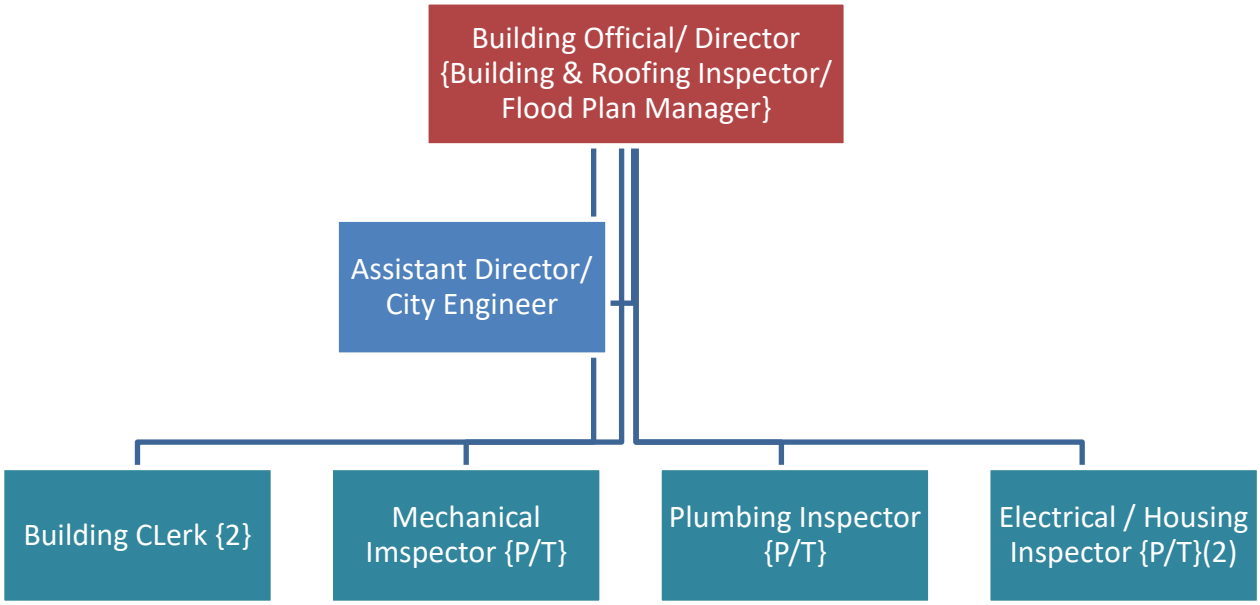
		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
COMMUNITY DEVELOPMENT							
515110	SALARIES - EXECUTIVE	62,593	53,263	127,916	108,526	131,554	131,555
515120	SALARIES - REGULAR	129,339	106,313	28,973	32,314	30,507	65,446
515210	FICA	13,680	11,137	13,615	11,213	12,155	14,775
515220	RETIREMENT	14,031	12,068	21,615	13,408	23,656	13,790
515230	LIFE AND HEALTH	32,843	15,214	30,974	30,906	29,073	26,842
	PERSONNEL EXPENSES	252,486	197,994	223,093	196,367	226,945	252,408
515311	EMPLOYEE PHYSICALS	35	90	0	0	0	0
515312	OTHER PROFESSIONAL SRVC	0	0	0	0	12,500	12,500
515440	RENTALS & LEASES	7,021	1,544	9,500	5,480	3,560	3,560
515470	PRINTING AND BINDING	0	0	500	0	500	500
515510	OFFICE SUPPLIES AND EXPEN	642	658	1,577	79	1,000	1,000
515530	ADVERTISEMENT	0	0	2,500	0	0	0
515531	COMMUNITY CHALLENGE GRANT	5,805	0	0	0	0	0
515540	PUB/SUBS/MEMBERSHIPS	362	0	662	362	3,600	3,600
	OPERATING EXPENSE	13,865	2,293	14,738	5,921	21,160	21,160
515640	LIGHT MACHINERY/EQUIPMENT	0	0	0	0	9,463	9,463
515CO	COMPUTER	0	0	0	0	7,467	7,467
	CAPITAL	0	0	0	0	16,930	16,930
515441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	8,622	8,622
515442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	25,982	25,982
515REN	RENTAL EXPENSE - TCO	0	0	0	0	19,062	19,062
515VEH	VEHICLE SERVICE CHARGES	0	0	0	0	4,531	4,531
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	58,197	58,197
541833	BROWNSFIELD PROJECT EXP	24,474	64,102	124,169	50,236	0	0
	NON OPERATING EXPENSE	24,474	64,102	124,169	50,236	0	0
TOTAL COMMUNITY DEVELOPMENT		324,799	264,389	407,296	294,048	323,231	348,695

Building & Licenses

Building & Licenses

Position Title	Number Budgeted	Salary and Benefits
Director / Building Official {Building & Roofing Inspector/ Flood Plan Manger}	1	99,455
Assistant Director/ City Engineer*	1	46,372
Building Clerk	2	96,038
Mechanical Inspector {P/T}	1	48,061
Plumbing Inspector {P/T}	1	48,061
Electrical Inspector {P/T}	1	48,061
Housing Inspector {P/T}	1 (Vacant)	48,061
Total	**8**	**$434,109**

*City Engineer is split between Building and Licensing and Public Works



Building & Licenses

DEPARTMENT DESCRIPTION

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

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

SERVICES

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

ACCOMPLISHMENTS

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

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

Building & Licenses

GOALS

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
BUILDING AND LICENSES							
521140	SALARIES - OVERTIME	3,115	0	3,115	3,115	0	0
524110	SALARIES EXECUTIVE	96,539	82,442	116,486	71,314	127,197	121,500
524120	SALARIES REGULAR	152,329	129,986	71,097	65,512	71,776	72,155
524130	SALARIES - PART TIME	0	0	61,011	53,387	100,000	153,870
524140	SALARIES - OVERTIME	0	2,103	0	0	0	0
524210	FICA	18,456	15,770	14,920	14,235	22,423	27,116
524220	RETIREMENT	4,748	5,764	23,509	11,485	34,280	25,309
524230	LIFE & HEALTH INSURANCE	22,464	17,038	23,187	21,892	29,604	20,132
	PERSONNEL EXPENSES	297,651	253,103	313,325	240,940	385,279	420,082
524312	OTHER PROFESSIONAL SVCS	2,674	1,150	0	0	0	0
524420	POSTAGE	837	2,243	5,000	1,465	3,500	5,000
524440	RENTALS & LEASES	3,173	2,373	3,000	1,535	1,721	3,000
524470	PRINTING & BINDING	257	1,653	2,000	0	2,000	2,000
524493	GENERAL EXPENSES	250	0	0	0	0	0
524510	OFFICE SUPPLIES & EXPENSE	1,413	1,179	3,500	424	2,000	2,000
524540	PUBL/SUBS/MEMBERSHIPS	300	935	0	0	0	0
524541	EDUCATIONAL COSTS	0	0	2,500	0	0	3,500
	OPERATING EXPENSE	8,904	9,533	15,999	3,425	9,221	15,500
524648	AUTO LEASE/ PURCHASE	2,125	0	3,653	2,975	5,100	3,653
	CAPITAL	2,125	0	3,653	2,975	5,100	3,653
524441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	13,375	13,375
524442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	32,333	32,333
524REN	RENTAL EXPENSE - TCO	0	0	0	0	13,299	13,299
524VEH	VEHICLE SERVICE CHARGES	0	0	0	0	9,061	9,061
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	68,068	68,068
	TOTAL BUILDING AND LICENSES	342,654	262,636	378,273	288,864	467,668	507,303

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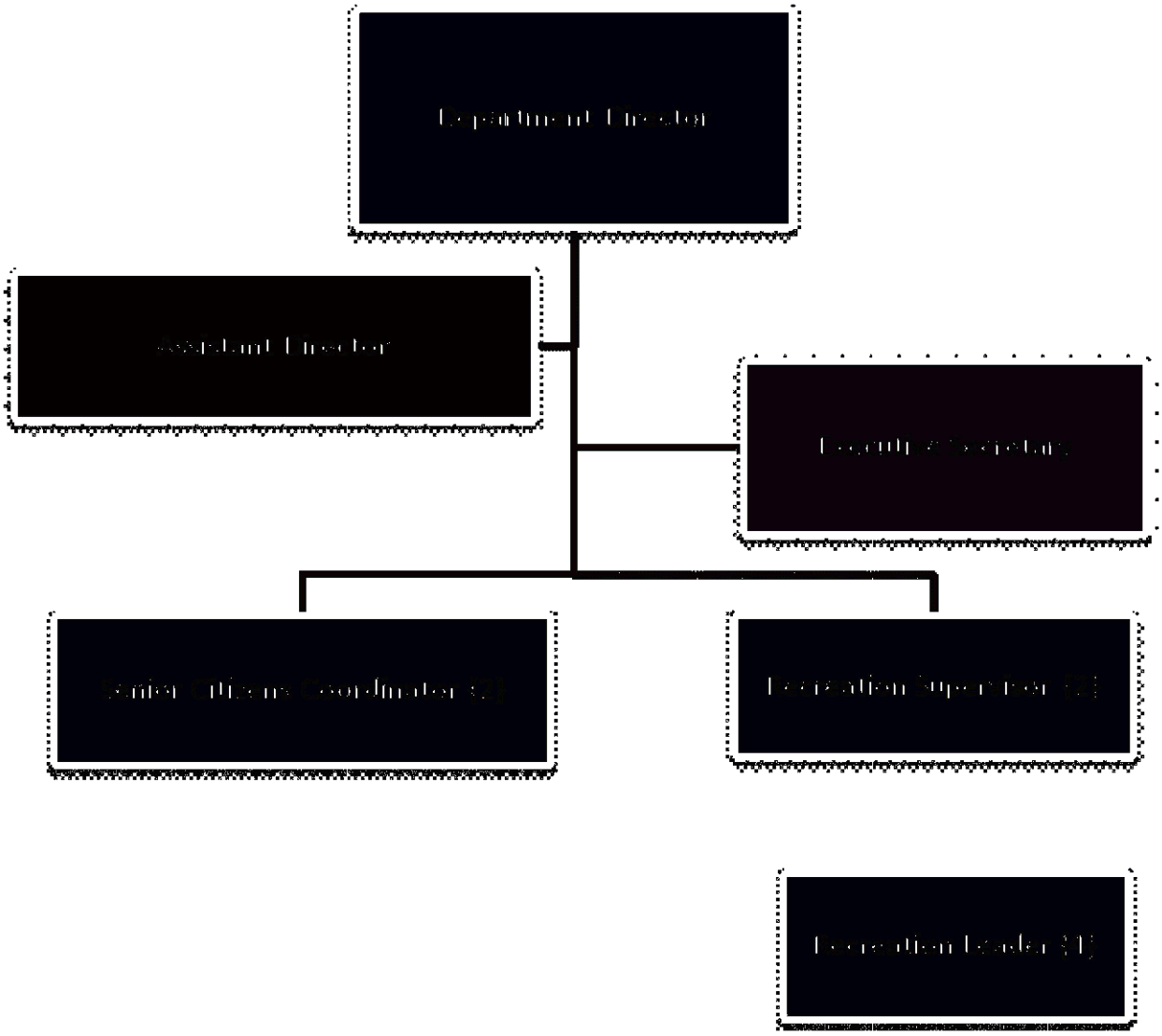
Parks & Recreation

Parks & Recreation

Position Title	Number Budgeted	Salaries & Benefits
Department Director	1	84,971
Assistant Director	0	0
Senior Citizens Coordinator	3 (2 vacant)	90,277
Recreation Supervisor	3	106,843
Recreation Leader	1	29,623
Executive Secretary	1	57,172
Lifeguard	1	16,381
Total	**10**	**$385,267**



Parks & Recreation

DEPARTMENT DESCRIPTION

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

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

SERVICES

- Football/Cheerleading Program-Entering the 9th year this fall. The football program is striving to become the signature sporting program. The staff is attempting to field teams at Ingram and Sherbondy Parks for the first time in the City's history.

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

- Seniors on the Move-The Seniors Program 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.

Parks & Recreation

ACCOMPLISHMENTS

- Successfully planned and supervised several events throughout the year including:
    - Black History Month
    - Monthly Community Bingo
    - Easter Egg Hunt
    - Book-Bag Giveaway
    - Christmas Holiday in the Park
    - Daily Seniors on the Move activities.

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

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

GOALS

- Adult Fitness Program community- wide.
- Certifying staff members to become swim instructors through proper training.

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
PARKS AND RECREATION							
572110	SALARIES EXECUTIVE	73,163	67,708	86,128	62,009	70,304	70,304
572120	SALARIES REGULAR	319,759	238,453	202,332	198,112	217,000	179,009
572130	SALARIES PART TIME	22,751	0	37,288	25,411	38,000	52,000
572140	SALARIES - OVERTIME	10,422	4,403	1,748	1,748	0	0
572210	FICA	28,906	21,930	24,184	20,811	24,473	22,598
572220	RETIREMENT	36,039	30,372	27,070	26,759	31,430	21,092
572230	LIFE & HEALTH INSURANCE	83,318	71,323	54,598	49,130	39,766	40,263
	PERSONNEL EXPENSES	574,358	434,188	433,349	383,980	420,972	385,267
572311	EMPLOYEE PHYSICALS	329	270	0	0	0	0
572340	OTHER CONTRACTED SERVICES	40,320	23,666	7,965	820	8,325	8,325
572440	RENTALS & LEASES	4,234	1,861	7,500	0	1,721	1,721
572461	REPAIR & MAIN BUILDING	9,467	33,695	29,784	31,651	0	0
572463	POOL MAINTENANCE	6,756	0	12,000	11,456	10,900	15,000
572480	PROMOTIONAL ACTIVITIES	2,900	0	0	0	0	0
572481	RECREATION PROGRAMS	8,717	1,180	8,270	1,099	5,000	5,000
572485	RECREATIONAL ACTIVITIES	15,625	2,703	10,000	6,304	13,000	13,000
572486	REC FOOTBALL PROGRAM	8,303	7,750	10,000	9,960	15,700	15,000
572510	OFFICE SUPPLIES & EXPENSE	639	958	3,000	2,689	1,500	1,500
572520	OPERATING EXPENSES	76,623	18,226	2,932	932	0	5,000
572552	ELDERLY SERVICES	5,434	1,154	10,000	2,098	10,000	10,000
572553	SUMMER CAMP PROGRAM	1,099	6,979	5,000	3,540	6,000	10,000
572554	SPORTS OFFICIAL FEES	750	0	6,000	1,920	6,000	7,000
572XX	SPECIAL EVENTS	0	0	0	0	16,000	16,000
	OPERATING EXPENSE	181,194	98,442	112,450	72,467	94,146	107,546
572640	LIGHT MACHINERY & EQUIPMEN'	0	0	0	0	7,750	7,750
	CAPITAL	0	0	0	0	7,750	7,750
572441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	36,777	36,777
572442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	22,471	22,471
572VEH	VEHICLE SERVICE CHARGES	0	0	0	0	31,710	31,710
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	90,958	90,958
TOTAL PARKS AND RECREATION		789,526	532,630	591,095	497,972	613,826	591,521

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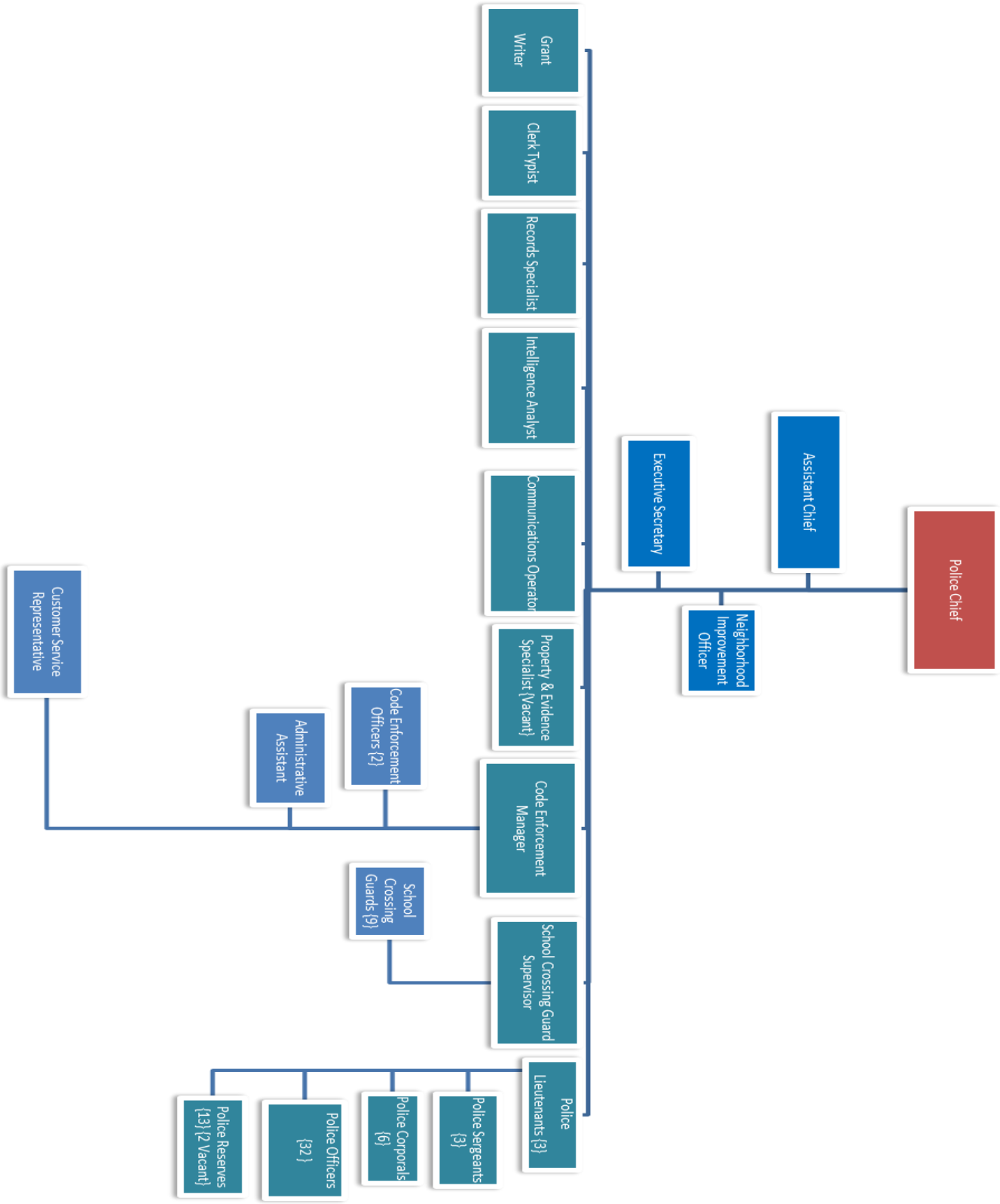
Police Department

Police Department

Position Title	Number Budgeted	Salary & Benefits
Police Chief	1	150,052
Assistant Chief	1	137,002
Police Lieutenant	2	196,121
Police Sergeant	3	294,892
Police Corporal	6	533,870
Police Officer	37 (2 Vacant)	2,616,707
Police Reserves	xx	xx
Intelligence Analyst	1	61,195
Communication Operators	3	149,898
School Crossing Guard Supervisor	1	38,266
School Crossing Guard	6	133,190
Executive Secretary	1	59,770
Property & Evidence Specialist	1	44,816
Code Enforcement Manager	1	60,525
Code Enforcement Officer	2	106,883
Code Enforcement Administrative Assistant	1	43,911
Code Enforcement Customer Service Representative	1	38,600
Clerk Typist	0	0
Grant Writer	0	0
Records Specialist	0	0
Neighborhood Improvement Officer	1	70,894
Total	**69**	**$4,736,592***

*Total approved personnel costs for Police Department is $4,932,647 inclusive of overtime and longevity, which are not represented in salaries and benefits stated above.


Police Chief
Assistant Chief
Executive Secretary
Neighborhood Improvement Officer
Grant Writer
Clerk Typist
Records Specialist
Intelligence Analyst
Communications Operator
Property & Evidence Specialist {Vacant}
Code Enforcement Manager
School Crossing Guard Supervisor
Police Lieutenants {3}
Police Sergeants {3}
Police Corporals {6}
Police Officers {32 }
Police Reserves {13} {2 Vacant}
School Crossing Guards {9}
Code Enforcement Officers {2}
Administrative Assistant
Customer Service Representative

Police Department

DEPARTMENT DESCRIPTION

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

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

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

OFFICE OF THE CHIEF

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

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

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

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

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

Police Department

damaged uniform items while the Reserve Officers are operating in an on-duty basis. Reserve Officers are compensated one dollar ($1) per year.

OPERATIONS (UNIFORM PATROL) DIVISION

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

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

The Operations (Uniform Patrol) Division is managed by the Assistant Chief and divided into three platoons that work an 8-hour hour shift. Each platoon is supervised by a Lieutenant or Sergeant, and the actual road patrol is supervised by a Sergeant or a Corporal for each platoon. The Sergeant or the Corporal is responsible for direct supervision of assigned personnel, and completing necessary statistical reports and summaries at the end of the work shift.

CRIMINAL INVESTIGATIVE DIVISION– (CID)

The Criminal Investigative Division is responsible for the follow up investigation of crimes originally reported to Uniform Patrol. They gather the necessary information and evidence to solve pending cases and secure arrests where appropriate. The Division is supervised by the Assistant Chief and commanded by a Corporal who assigns and follows up on special investigations. Four detectives perform the bulk of the investigations in the field, including victim and subject interviews, photo lineups, taking witness statements and, when necessary or expedient, processing a crime scene for physical evidence.

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

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

ADMINISTRATIVE DIVISION

The Administrative Division is responsible for the daily internal operations of the Police Department as well as general services provided to the public from Police Headquarters. The Administrative Division is supervised by the Assistant Chief and commanded by a Sergeant who is responsible for Communications, School Crossing Guards, Property and Evidence Division, Fleet Management, Off Duty Coordination, Alarms, Red Light Camera Citations, and Code Enforcement.

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

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

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

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

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

Police Department

- Opa-locka Police Department maintains property and Evidence Room as well as a Property and Evidence Processing Work Station that are compliant with FDLE standards

- The City of Opa-locka Police Department entered into an Equitable Sharing Agreement and Certification with the US Department of Justice. Executing this agreement allows for the receipt of funds, from the US Department of Justice to the City of Opa-locka as a result of distribution of assets seized in joint agency task force operations.

- The Opa-locka Police Department continues Operation Clean Sweep throughout the City, targeting hotspots and high-crime areas to improve the quality of life issues in both the Gardens and the 22nd Avenue Apartments and surrounding community areas.

- Opa-locka Police Department continues the collection of surcharges payable to the City for police off-duty assignments. This surcharge has increased due to the number of clients utilizing the OLPD off-duty officers.

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

Police Department

GOALS

City Goals	Department Goals
Increase Revenue	• Suggested Alarm ordinance revision and implementation strategy to generate additional revenue
	• Implement a Traffic Unit focusing on traffic enforcement where specific problems are noted.
	• Obtain a dedicated grant writer to enhance the acquisition of grants that will support the efforts to acquire equipment and hire additional personnel, as well as support community service, delinquency prevention and drug and crime prevention and work in conjunction with the City's Staff Grant Writer on OLPD grants.
Increase Public Safety	• Increase Community Policing by conducting regular patrols within the Community; improving interaction with the business community, apartment owners/managers, civic organizations, faith-based institutions and the citizens of the Community to maintain an atmosphere of trust to successfully combat crime within the City.
	• Build partnerships with the residential community and businesses to recommend solutions to problems with the goal of improving the quality of life in our City.
Leadership & Management	• To enhance public safety partnerships through community policing; building a safer and more secure environment for the City's residents
	• Maintain high standards, professionalism, and integrity. • Continue joint training exercises with Miami-Dade County Public Schools in preparation for possible emergency incidents. • Provide the department with quality leadership that encourages individual development, productivity, integrity and commitment.

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND						
POLICE CID						
521120 SALARIES REGULAR	484,252	416,434	292,751	275,494	278,774	246,483
521140 SALARIES - OVERTIME	21,221	32,299	14,908	4,390	20,000	20,000
521150 LONGEVITY	0	0	2,000	0	3,500	3,500
521210 FICA	37,202	33,361	26,907	21,427	20,908	19,986
521220 RETIREMENT	75,583	74,303	71,210	75,174	64,118	61,291
521230 LIFE & HEALTH INSURANCE	35,859	32,700	42,379	35,199	56,926	26,842
PERSONNEL EXPENSES	654,117	589,097	450,155	411,684	444,227	378,102
521440 RENTALS & LEASES	8,060	14,930	0	0	0	0
521521 CLOTHING & UNIFORM EXP	4,013	2,400	1,270	70	2,850	2,850
521547 SPECIAL SUPPLIES	0	0	1,500	0	1,500	1,500
OPERATING EXPENSE	12,073	17,330	2,770	70	4,350	4,350
521441 INFORMATION TECH CHARGES	16,802	0	22,402	20,536	18,166	18,166
521442 INSURANCE CHARGES - RISK	17,172	0	52,357	20,988	45,273	45,273
521VEH VEHICLE SERVICE CHARGES	0	0	0	0	53,379	53,379
524REN RENTAL EXPENSE - TCO	0	0	0	0	15,010	15,010
INTERFUND ALLOCATION	33,974	0	74,759	41,524	131,828	131,828
TOTAL POLICE CID	700,164	606,427	527,684	453,278	580,405	514,280

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
POLICE ADMINISTRATION							
521120	SALARIES REGULAR	299,528	267,285	46,092	60,589	75,748	117,603
521130	SALARIES PART-TIME	91,465	0	135,989	121,019	126,510	131,869
521140	SALARIES - OVERTIME	869	5,737	1,200	682	0	0
521210	FICA	22,406	20,121	25,142	20,784	15,169	18,710
521220	RETIREMENT	19,600	13,641	44,816	30,695	14,158	17,463
521230	LIFE & HEALTH INSURANCE	52,271	25,135	18,986	23,024	22,784	80,526
	PERSONNEL EXPENSES	486,139	331,920	272,226	256,792	254,370	366,172
521311	EMPLOYEE PHYSICALS	2,030	943	0	0	0	0
521312	OTHER PROFESSIONAL SRVC	1,128	1,610	10,000	5,356	2,900	2,900
521340	OTHER CONTRACTED SERVICES	29,021	23,659	7,000	2,842	20,000	20,000
521440	RENTALS & LEASES	16,052	11,954	3,590	10,567	15,884	15,884
521461	REPAIR & MAIN BUILDING	3,642	3,635	5,150	7,088	0	0
521466	REPAIR & MAIN VEH EQUIP	0	3,188	12,502	7,502	0	0
521493	GENERAL EXPENSES	3,216	2,380	2,815	1,615	0	0
521510	OFFICE SUPPLIES & EXPENSE	4,869	6,654	4,327	7,016	8,000	8,000
521520	OPERATING EXPENSES	9,065	5,793	11,217	8,048	0	0
521521	CLOTHING & UNIFORM EXP	600	390	1,500	0	2,100	2,100
521528	SOFTWARE MAINTENANCE	326	86,821	72,376	48,651	103,400	103,400
521540	PUBL/SUBS/MEMBERSHIPS	740	0	0	0	0	0
521546	BOOKS	0	0	1,414	1,237	0	0
521648	AUTO LEASE/PURCHASE	42,447	8,295	3,965	0	0	0
	OPERATING EXPENSE	113,136	155,322	135,855	99,921	152,284	152,284
521644	PUBLIC SAFETY EQUIPMENT	44,162	0	7,073	7,073	31,000	0
521646	COMPUTER EQUIPMENT	70,416	74,000	111,000	76,389	188,000	188,000
	CAPITAL	114,579	74,000	118,073	83,461	219,000	188,000
521441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	42,387	42,387
521442	INSURANCE CHARGES - RISK	17,172	0	52,357	20,988	29,945	29,945
521VEH	VEHICLE SERVICE CHARGES	0	0	0	0	4,531	4,531
524REN	RENTAL EXPENSE - TCO	0	0	0	0	45,844	45,844
	INTERFUND ALLOCATION	33,974	0	74,759	41,524	122,707	122,707
TOTAL POLICE ADMINISTRATION		747,828	561,241	600,913	481,699	748,361	829,163

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
POLICE PATROL							
521120	SALARIES REGULAR	2,588,196	2,290,041	2,542,843	2,333,833	2,369,935	2,338,936
521140	SALARIES - OVERTIME	48,014	110,833	18,626	28,147	100,000	117,200
521210	FICA	196,977	178,396	188,642	175,974	177,745	184,210
521220	RETIREMENT	595,768	585,081	652,660	543,444	545,085	564,911
521230	LIFE & HEALTH INSURANCE	251,683	232,100	275,044	253,765	334,555	301,974
	PERSONNEL EXPENSES	3,680,638	3,396,451	3,677,816	3,335,164	3,527,319	3,507,231
521150	LONGEVITY	0	0	10,000	0	13,500	13,500
521311	EMPLOYEE PHYSICALS	140	1,823	0	0	0	0
521328	SOFTWARE LICENSING	2,533	0	2,533	5,173	2,600	2,600
521440	RENTALS & LEASES	0	2,463	0	0	0	0
521466	REPAIR & MAIN VEH EQUIP	525	4,414	0	0	0	0
521520	OPERATING EXPENSES	1,868	173	0	0	5,000	5,000
521521	CLOTHING & UNIFORM EXP	15,753	17,735	17,965	11,384	32,700	51,450
521541	EDUCATIONAL COSTS	9,045	0	11,000	0	11,000	16,000
521546	BOOKS	0	1,497	0	0	0	0
521643	COMMUNICATION EQUIPMENT	0	0	57,500	11,971	0	0
521645	CANINE UNIT	0	0	6,153	3,361	0	15,000
521648	AUTO LEASE/PURCHASE	143,408	88,748	118,353	65,832	52,983	52,983
	OPERATING EXPENSE	173,270	116,852	223,504	97,720	117,783	156,533
521644	PUBLIC SAFETY EQUIPMENT	2,973	4,143	0	11,581	0	50,000
521649	MOTORCYCLE LEASE	4,275	0	0	0	0	0
529201	2015DJBX1020 - JAG	0	0	0	31,849	0	0
	CAPITAL	7,248	4,143	0	43,430	0	50,000
521441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	150,805	104,968
521442	INSURANCE CHARGES - RISK	17,172	0	52,357	20,988	542,106	501,250
521VEH	VEHICLE SERVICE CHARGES	0	0	0	0	281,378	281,378
	INTERFUND ALLOCATION	33,974	0	74,759	41,524	974,289	887,596
TOTAL POLICE PATROL		3,895,131	3,517,446	3,976,079	3,517,838	4,619,391	4,601,360

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND						
CODE ENFORCEMENT						
521110 SALARIES EXECUTIVE	12,229	0	19,881	27,516	0	0
521120 SALARIES REGULAR	154,404	151,774	200,313	190,742	245,023	245,024
521140 SALARIES - OVERTIME	94	7,138	0	0	0	0
521210 FICA	10,944	11,676	13,802	13,469	18,377	18,377
521220 RETIREMENT	9,727	9,511	16,202	14,124	17,152	17,152
521230 LIFE & HEALTH INSURANCE	31,612	20,725	25,858	21,463	32,134	40,263
PERSONNEL EXPENSES	219,009	200,823	276,056	267,314	312,685	320,816
521311 EMPLOYEE PHYSICALS	140	45	0	0	0	0
521312 OTHER PROFESSIONAL SRVC	3,398	15,327	5,200	3,658	0	0
521340 OTHER CONTRACTED SERVICES	13,332	6,949	0	0	4,800	4,800
521420 POSTAGE	5,592	11,716	13,000	8,847	13,000	13,000
521493 GENERAL EXPENSES	250	0	0	0	0	0
521510 OFFICE SUPPLIES & EXPENSE	171	405	2,000	826	1,500	1,500
521511 LIEN RECORDING CHARGES	4,356	0	8,158	674	5,000	5,000
521520 OPERATING EXPENSES	0	744	0	0	570	570
521521 CLOTHING & UNIFORM EXP	400	859	225	225	800	800
521541 EDUCATIONAL COSTS	0	0	0	0	585	585
OPERATING EXPENSE	27,639	36,044	28,582	14,229	26,255	26,255
521648 AUTO LEASE/PURCHASE	0	0	0	0	0	0
521CO COMPUTER EQUIPMENT	0	0	0	0	9,092	9,092
CAPITAL	0	0	0	0	9,092	9,092
521441 INFORMATION TECH CHARGES	16,802	0	22,402	20,536	12,476	12,476
521442 INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	43,931	43,931
521REN RENTAL EXPENSE - TCO	0	0	0	0	19,979	19,979
521VEH VEHICLE SERVICE CHARGES	0	0	0	0	22,650	22,650
INTERFUND ALLOCATION	33,974	0	45,296	41,524	99,036	99,036
TOTAL CODE ENFORCEMENT	280,622	236,868	349,934	323,067	447,068	455,199

*This graphic also appears in Code Enforcement

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND						
POLICE CHIEF						
521110 SALARIES EXECUTIVE	17,530	0	222,000	118,453	206,160	204,000
521120 SALARIES REGULAR	163,956	42,679	44,664	79,735	46,340	37,372
521210 FICA	12,504	3,228	20,528	8,312	18,937	18,776
521220 RETIREMENT	17,864	4,395	55,330	3,527	50,661	57,578
521230 LIFE & HEALTH INSURANCE	10,247	13,455	16,735	0	15,760	20,132
PERSONNEL EXPENSES	222,100	63,757	359,258	210,027	337,858	337,857
521311 EMPLOYEE PHYSICALS	0	45	0	0	0	0
521521 CLOTHING & UNIFORM EXP	300	0	900	1,440	0	0
521540 PUBL/SUBS/MEMBERSHIPS	0	150	0	0	0	0
521541 EDUCATIONAL COSTS	0	0	0	0	5,000	5,000
OPERATING EXPENSE	300	195	900	1,440	5,000	5,000
521648 AUTO LEASE/PURCHASE	17,555	11,241	0	0	0	0
CAPITAL	17,555	11,241	0	0	0	0
521441 INFORMATION TECH CHARGES	16,802	0	22,402	20,536	9,083	9,083
521442 INSURANCE CHARGES - RISK	17,172	0	52,357	20,988	21,652	21,652
521VEH VEHICLE SERVICE CHARGES	0	0	0	0	9,061	9,061
524REN RENTAL EXPENSE - TCO	0	0	0	0	44,644	44,644
INTERFUND ALLOCATION	33,974	0	74,759	41,524	84,440	84,440
TOTAL POLICE CHIEF	273,929	75,193	434,917	252,991	427,297	427,297

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: SPECIAL REVENUE FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
165 - SPECIAL LAW ENFORCEMENT						
SPECIAL LAW ENFORCEMENT						
521493 GENERAL EXPENSES	0	586	10,000	8,000	10,000	10,000
OPERATING EXPENSE	0	586	10,000	8,000	10,000	10,000
TOTAL SPECIAL LAW ENFORCEMENT	0	586	10,000	8,000	10,000	10,000

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Code Enforcement (See Police)

Code Enforcement

DEPARTMENT DESCRIPTION

The City of Opa-locka Code Enforcement Division is responsible for enforcement of the City's Code of Ordinance which includes inspections for occupational license. Codes have been adopted over the years to protect the health, safety, and welfare of all who live, work, or visit in the City. They also establish standards to ensure a positive effect on property value, community appearance, and neighborhood pride.

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

The primary objective of the Code Enforcement Department personnel is to patrol the City on a daily basis and monitor for City ordinance compliance and where there are violations, provide ample opportunity for the subject violator to come into compliance within a reasonable time period. In circumstances where violations are deemed egregious or repetitive, immediate punitive fines are assessed. The Department is also charged with the responsibility of performing outreach to all of the residents, business leaders, and visitors to the City, informing them of the importance of adherence to the City ordinances and how these rules benefit them as valued City stakeholders.

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

SERVICES

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

Code Enforcement

GOALS

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
CODE ENFORCEMENT							
521110	SALARIES EXECUTIVE	12,229	0	19,881	27,516	0	0
521120	SALARIES REGULAR	154,404	151,774	200,313	190,742	245,023	245,024
521140	SALARIES - OVERTIME	94	7,138	0	0	0	0
521210	FICA	10,944	11,676	13,802	13,469	18,377	18,377
521220	RETIREMENT	9,727	9,511	16,202	14,124	17,152	17,152
521230	LIFE & HEALTH INSURANCE	31,612	20,725	25,858	21,463	32,134	40,263
	PERSONNEL EXPENSES	219,009	200,823	276,056	267,314	312,685	320,816
521311	EMPLOYEE PHYSICALS	140	45	0	0	0	0
521312	OTHER PROFESSIONAL SRVC	3,398	15,327	5,200	3,658	0	0
521340	OTHER CONTRACTED SERVICES	13,332	6,949	0	0	4,800	4,800
521420	POSTAGE	5,592	11,716	13,000	8,847	13,000	13,000
521493	GENERAL EXPENSES	250	0	0	0	0	0
521510	OFFICE SUPPLIES & EXPENSE	171	405	2,000	826	1,500	1,500
521511	LIEN RECORDING CHARGES	4,356	0	8,158	674	5,000	5,000
521520	OPERATING EXPENSES	0	744	0	0	570	570
521521	CLOTHING & UNIFORM EXP	400	859	225	225	800	800
521541	EDUCATIONAL COSTS	0	0	0	0	585	585
	OPERATING EXPENSE	27,639	36,044	28,582	14,229	26,255	26,255
521648	AUTO LEASE/PURCHASE	0	0	0	0	0	0
521CO	COMPUTER EQUIPMENT	0	0	0	0	9,092	9,092
	CAPITAL	0	0	0	0	9,092	9,092
521441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	12,476	12,476
521442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	43,931	43,931
521REN	RENTAL EXPENSE - TCO	0	0	0	0	19,979	19,979
521VEH	VEHICLE SERVICE CHARGES	0	0	0	0	22,650	22,650
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	99,036	99,036
TOTAL CODE ENFORCEMENT		280,622	236,868	349,934	323,067	447,068	455,199

*This graphic also appears in the Police Department

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Community Redevelopment Agency

Community Redevelopment Agency

DEPARTMENT DESCRIPTION

In an effort to spur investment and redevelopment in the City of Opa-locka and improve conditions for residents, the City commissioned a Finding of Necessity study in 2009.The results of the study confirmed that conditions existed for the formulation of a Community Redevelopment Agency (CRA). The Opa-locka FON to establish the Opa-locka CRA was approved by the City Commission in May 2012, then approved by Miami-Dade County Board of County Commissioner on December 4th, 2012. The Opa-locka CRA Plan was processed for review and approval by Opa-locka City Commission in May 2013, then Miami-Dade County on October 01, 2013.

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

For the past three years, the Opa-locka CRA operated from a $500,000 loan from the City of Opa-locka's Water and Sewer Fund. The executive director position and certain consultant services were funded as a result of the loan.

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

The City of Opa-locka has a new Sustainable 2030 Comprehensive Development Master Plan and New Land Development Regulation/Zoning Code adopted in September and October 2015. This new zoning code will be a benefit to the Opa-locka CRA.

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

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

SERVICES

Presently, due to budget concerns and limited operations, Planning and Community Development (PCD) staff has also taken on the responsibility of the Opa-locka CRA. Added programs and initiatives as described in the Opa-locka CRA Master Plan include, but are not limited to the following:

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- Developing a Facade Improvements Program for buildings/businesses in CRA. 190 properties have been identified as potential site for façade improvement. Staff will be releasing an RFP for a consultant to provide the service of managing the program.
- Creating Benefit/Incentives for businesses in the CRA. Staff has had several meeting to the discuss the pros and cons of benefit/incentive for promoting development especially revolving around impact fees reductions and grant opportunities.
- Consideration of Future Expansion/Amendments of CRA Boundaries - Flea Market Area/NW 27th Avenue/NW 22 Avenue/Oasis-Sailboat Cove area. Staff will look into hiring a consultant to develop an updated Finding of Necessity [FON] for considering the expansion of the CRA to include the Flea Market along the Lejeune Douglass Connector going south to the Gratigny Expressway, NW 27th Avenue, NW 22 Avenue and NW 17th Avenue south of the CSX Railroad ROW to NW 135th Street.

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

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

GOALS

Focus areas within Opa-locka CRA includes:

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

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

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

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: SPECIAL REVENUE FUNDS

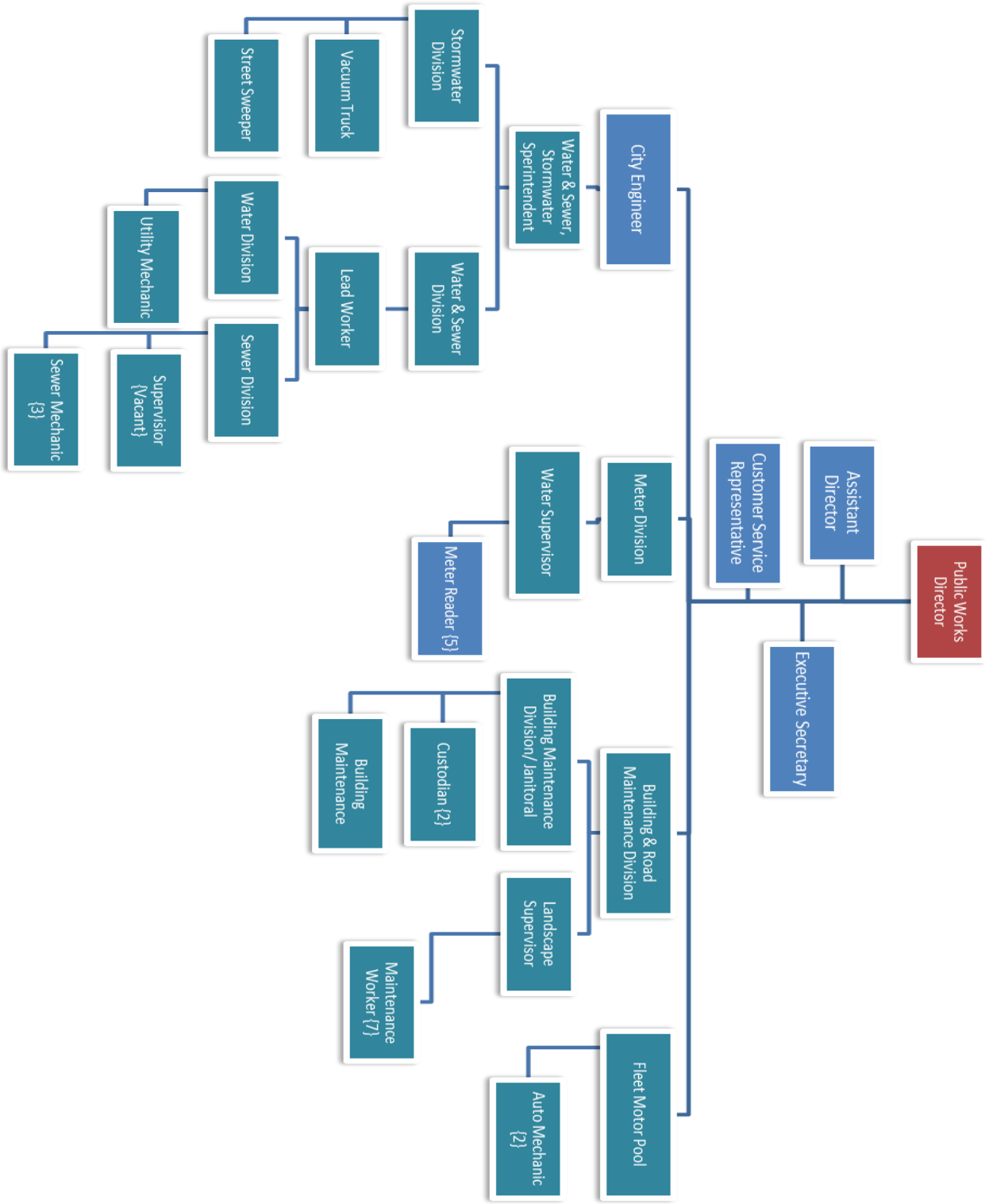
		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
180 - CRA FUND							
CRA							
515110	SALARIES - EXECUTIVE	14,867	0	14,210	12,613	14,617	21,889
515120	SALARIES - REGULAR	18,604	0	3,217	18,088	3,390	3,390
515210	FICA	1,709	0	1,789	0	1,351	1,896
515220	RETIREMENT	0	0	1,852	0	2,628	1,770
515230	LIFE AND HEALTH	1,573	0	0	0	1,525	0
	PERSONNEL EXPENSES	36,753	0	21,068	30,700	23,511	28,944
515312	OTHER PROFESSIONAL SRVC	0	0	2,500	0	5,000	5,000
515320	ACCOUNTING & AUDITING	0	255	2,500	0	2,500	2,500
515321	REIMBURSEMENT - W & S	0	0	0	0	0	0
515340	OTHER CONTRACTED SRVCS	100	2,500	30,000	25,000	30,000	30,000
515341	COUNTY ADMINISTRATIVE FEE	1,742	0	5,242	1,783	2,751	4,251
515492	ADVERTISING	0	0	2,500	0	2,500	2,500
515499	TRAVEL - PRIVATE VEHICLE	46	0	0	0	0	0
515543	TRUST ACCOUNT	0	0	0	0	0	0
515RES	RESERVES	0	0	476,505	0	0	447,731
	OPERATING EXPENSE	1,888	2,755	519,247	26,783	42,751	491,982
515391	ADMINISTRATIVE REIMB. TO FUN	0	0	0	0	9,821	9,821
515441	INFORMATION TECH CHARGES	16,639	0	22,182	20,336	958	958
515442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	2,887	2,887
515462	ADMINISTRATIVE REIMB. TO FUN	0	0	0	0	2,554	2,554
	INTERFUND ALLOCATION	33,811	0	45,077	41,324	16,220	16,220
TOTAL CRA		72,452	2,755	585,392	98,807	82,482	537,146

Public Works & Utilities Department

Public Works

Position Title	Number Budgeted	Salary and Benefits
Public Works Director*	1	63,388
City Engineer**	1	53,083
Executive Secretary	1	70,489
Electrician	1	59,606
Maintenance Worker – Buildings	5	178,092
Urban Rangers	2	79,248
Maintenance Worker – Roads	3	161,836
Automotive Mechanic	3	180,895
Meter Reader Supervisor	1	51,365
Meter Reader	4	161,837
Assistant Public Workers Director - Water	1 (vacant)	81,860
Utility Mechanic	2	89,537
Assistant Public Workers Director - Sewer	1	81,860
Sewer Supervisor	1	54,800
Heavy Equipment Opr. - Sewer	1 (vacant)	63,960
Utility Mechanic	1	40,934
Storm Water Supervisor	1	71,231
Heavy Equipment Opr.	1	44,816
Total	31	$1,588,837

*Total approved personnel costs for Public Works is $1,654,835 inclusive of overtime and estimated and severance, which are not represented in salaries and benefits stated above.


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

Public Works

DEPARTMENT DESCRIPTION

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

Administration

The Administration Division is responsible for the overall monitoring of the department's operating and capital budgets and providing technical support to the other divisions within the department.

Building Maintenance

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

Roads and Streets

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

Vehicle Maintenance

The Vehicle Maintenance Division has a major responsibility in the delivery of maintenance service for all City vehicles, including Police units (marked and unmarked) and heavy equipment. Staff is also required to assemble/modify equipment or tools and assist in the repairs of other ancillary equipment.

The department also supervises the City's utilities and water and sewer system.

SERVICES

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

Public Works

ACCOMPLISHMENTS

- Created an inventory control system to account for all material and equipment purchase to ensure proper use of material with minimal waste.
- Retains a tracking system for all divisions which will allow documentation of all work performed and material used by providing a history of services.
- Replaced 30,000 sq ft of sidewalks.
- Maintained and painted 250 fire hydrants.
- Continued Job Initiative Programs to employ and train City residents: Sidewalk Repair & Construction, Fire Hydrant Maintenance & Valve Repair, Alleyway Maintenance, and Carwash Program.
- Completed the repairs of 102 pot holes.
- Completed the repairs of 550 City vehicles.
- Completed the service of 960 City vehicles.

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
PW - ADMINISTRATION							
541110	SALARIES-EXECUTIVE	53,807	80,690	92,000	159,231	90,000	90,000
541120	SALARIES-REGULAR	55,999	93,633	65,277	69,726	55,702	55,702
541140	SALARIES - OVERTIME	55	6,913	0	55	0	0
541210	FICA	8,169	10,879	15,685	15,317	10,928	10,928
541220	RETIREMENT	13,809	12,632	13,698	11,718	18,119	10,199
541230	LIFE AND HEALTH	21,439	18,653	4,719	4,293	15,925	20,132
	PERSONNEL EXPENSES	153,277	223,400	191,379	260,339	190,674	186,960
541312	OTHER PROFESSIONAL SRVC	0	0	0	0	800	800
541340	OTHER CONTRACTED SERVICES	152,339	6,284	0	3,323	0	0
541420	POSTAGE	86	189	500	0	0	0
541440	RENTALS & LEASES	7,132	5,423	888	888	3,560	3,560
541461	REPAIR & MAIN BUILDING	0	0	0	0	0	0
541510	OFFICE SUPPLIES & EXPENSE	28	495	3,187	3,692	1,000	1,000
541520	OPERATING EXPENSE	2,006	589	1,001	388	0	0
	OPERATING EXPENSE	161,592	12,980	5,575	8,290	5,360	5,360
541648	AUTOMOTIVE LEASE/PURCHASE	9,901	5,971	5,074	2,588	3,743	3,743
	CAPITAL	9,901	5,971	5,074	2,588	3,743	3,743
541441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	6,796	6,796
541442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	33,916	33,916
541REN	RENTAL EXPENSE - TCO	0	0	0	0	8,454	8,454
541VEH	VEHICLE SERVICE CHARGES	0	0	0	0	31,710	31,710
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	80,876	80,876
TOTAL PW - ADMINISTRATION		358,744	242,351	247,325	312,741	280,654	276,940

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
PW - BUILDING MAINTENANCE							
541120	SALARIES-REGULAR	108,751	116,657	155,396	138,268	161,689	172,433
541140	SALARIES - OVERTIME	240	5,913	0	202	0	0
541210	FICA	7,922	8,886	11,051	11,465	11,923	12,932
541220	RETIREMENT	8,901	8,250	12,668	16,160	11,318	12,070
541230	LIFE AND HEALTH	34,641	32,241	14,346	21,072	21,010	40,263
	PERSONNEL EXPENSES	160,456	171,947	193,461	187,168	205,940	237,699
541311	EMPLOYEE PHYSICALS	575	45	0	0	0	0
541341	UNIFORM RENTAL/LAUNDRY	0	0	1,488	519	1,200	1,200
541440	RENTALS & LEASES	3,225	0	5,525	3,225	0	0
541461	REPAIR & MAIN BUILDING	16,500	0	20,859	19,337	77,787	77,787
541493	GENERAL EXPENSES	900	0	0	0	0	0
541520	OPERATING EXPENSE	19,783	54,295	0	0	525	525
541551	MAINTENANCE SUPPLIES	15,007	0	22,507	18,023	23,000	23,000
	OPERATING EXPENSE	55,990	54,340	50,378	41,104	102,512	102,512
541640	MACHINERY & EQUIPMENT	1,971	0	1,971	1,971	9,300	9,300
541648	AUTOMOTIVE LEASE/PURCHASE	0	0	1,953	0	0	0
	CAPITAL	1,971	0	3,924	1,971	9,300	9,300
541441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	13,591	13,591
541442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	35,223	35,223
541VEH	VEHICLE SERVICE CHARGES	0	0	0	0	25,681	25,681
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	74,495	74,495
TOTAL PW - BUILDING MAINTENANCE		252,391	226,287	293,059	271,767	392,247	424,006

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
PW - ROADS & STREETS							
541120	SALARIES-REGULAR	197,853	178,498	169,480	164,766	170,851	181,251
541140	SALARIES - OVERTIME	218	4,952	18	128	0	0
541210	FICA	14,609	13,552	15,680	13,470	12,814	13,594
541220	RETIREMENT	18,272	18,013	19,902	16,332	11,960	12,688
541230	LIFE AND HEALTH	6,957	7,290	38,031	28,877	25,557	33,553
	PERSONNEL EXPENSES	237,909	222,305	243,111	223,573	221,182	241,085
541311	EMPLOYEE PHYSICALS	430	675	0	0	0	0
541340	OTHER CONTRACTED SERVICES	249,147	213,140	149,755	123,744	149,000	149,000
541341	UNIFORM RENTAL/LAUNDRY	35	0	3,000	1,460	2,500	2,500
541440	RENTALS & LEASES	11,208	0	22,208	18,350	22,208	22,208
541463	GROUNDS MAINTENANCE	0	0	0	0	30,000	30,000
541467	REPAIRS - MACH & EQUIP	0	4,750	5,660	2,792	5,000	5,000
541520	OPERATING EXPENSE	14,555	55,331	0	0	16,000	16,000
541521	CLOTHING & UNIFORM EXP	0	0	1,000	0	1,500	1,500
541530	ROAD MATERIALS & SUPPLIES	1,200	4,890	32,497	24,577	70,000	70,000
541550	SMALL TOOLS & SUPPLIES	12,229	0	19,729	12,983	18,344	18,344
	OPERATING EXPENSE	288,804	278,786	233,848	183,905	314,552	314,552
541640	MACHINERY & EQUIPMENT	0	9,582	0	11,143	50,650	86,650
541648	AUTOMOTIVE LEASE/PURCHASE	0	0	3,906	0	0	0
	CAPITAL	0	9,582	3,906	11,143	50,650	86,650
541441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	27,091	27,091
541442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	224,528	224,528
541VEH	VEHICLE SERVICE CHARGES	0	0	0	0	66,943	66,943
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	318,562	318,562
TOTAL PW - ROADS & STREETS		560,687	510,672	526,162	460,145	904,946	960,849

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
PW - VEHICLE MAINTENANCE							
541120	SALARIES-REGULAR	164,504	80,310	140,200	122,815	140,442	140,405
541140	SALARIES - OVERTIME	0	649	3,000	71	0	0
541210	FICA	12,486	6,187	9,557	9,099	10,533	10,530
541220	RETIREMENT	8,447	6,103	7,433	9,760	9,831	9,828
541230	LIFE AND HEALTH	6,191	9,977	10,697	8,585	15,076	20,132
	PERSONNEL EXPENSES	191,627	103,226	170,888	150,330	175,882	180,895
541340	OTHER CONTRACTED SERVICES	1,721	39,874	45,581	28,438	45,000	45,000
541341	UNIFORM RENTAL/LAUNDRY	0	0	600	675	800	800
541440	RENTALS & LEASES	171	0	671	257	600	600
541450	GAS, OIL, GREASE	232,292	205,351	289,340	224,936	290,000	284,987
541466	REPAIRS - VEH & EQUIP	0	2,774	0	0	0	0
541520	OPERATING EXPENSE	91,744	121,477	5,000	1,428	0	0
541542	PARTS & REPAIRS	45,731	0	72,521	78,646	75,000	75,000
541543	TIRES & WHEELS	26,261	0	51,261	26,261	40,000	40,000
541550	SMALL TOOLS & SUPPLIES	1,671	0	2,671	2,696	2,500	2,500
	OPERATING EXPENSE	399,592	369,476	467,646	363,335	453,900	448,887
541640	MACHINERY & EQUIPMENT	3,674	0	4,674	3,674	5,000	5,000
	CAPITAL	3,674	0	4,674	3,674	5,000	5,000
541441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	23,090	23,090
541442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	26,795	26,795
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	49,885	49,885
TOTAL PW - VEHICLE MAINTENANCE		628,867	472,702	688,505	558,864	684,667	684,667

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: SPECIAL REVENUE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
176 - PEOPLES TRANS TAX FUND							
PEOPLES TRANS TAX							
541120	SALARIES-REGULAR	318	0	0	0	0	0
541210	FICA	16	0	0	0	0	0
541220	RETIREMENT	10,988	9,138	6,903	6,785	0	0
541230	LIFE AND HEALTH	9,298	6,136	8,975	8,195	0	0
	PERSONNEL EXPENSES	20,620	15,274	15,879	14,980	0	0
541340	OTHER CONTRACTED SERVICES	175,759	146,400	-10,771	0	0	0
541342	BUS CIRCULATOR EXPENSE	0	0	189,892	154,292	180,000	180,000
	OPERATING EXPENSE	175,759	146,400	179,121	154,292	180,000	180,000
541630	IMPROV OTHER THAN BLDGS	0	0	0	0	956,838	0
541816	BUS SHELTERS	0	0	0	0	90,000	90,000
	CAPITAL	0	0	0	0	1,046,838	90,000
541RES	WORKING CAPITAL RESERVES	0	0	0	0	0	956,838
	SERVES	0	0	0	0	0	956,838
TOTAL PEOPLES TRANS TAX		196,380	161,674	195,000	169,272	1,226,838	1,226,838

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: GENERAL GOVERNMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
001 - GENERAL FUND							
PW - SANITATION							
534431	SOLID WASTE DISPOSAL	49,948	0	80,000	54,193	120,000	120,000
	OPERATING EXPENSE	49,948	0	80,000	54,193	120,000	120,000
TOTAL PW - SANITATION		49,948	0	80,000	54,193	120,000	120,000

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND							
METER READERS							
533120	SALARIES - REGULAR	140,571	129,493	219,583	208,906	152,259	175,656
533140	SALARIES - OVERTIME	1,611	4,743	97	940	4,000	4,000
533210	FICA	14,559	9,774	12,193	10,096	11,419	13,474
533220	RETIREMENT	12,841	10,471	13,117	10,995	10,658	12,576
533230	LIFE AND HEALTH	43,447	36,073	29,639	25,755	22,698	40,263
	PERSONNEL EXPENSES	213,029	190,553	274,629	256,692	201,034	245,969
533341	UNIFORM RENTAL	0	0	1,421	1,159	1,506	1,506
533440	RENTALS & LEASES	160	0	160	320	0	0
533520	OPERATING EXPENSE	39,899	23,063	3,952	3,952	0	0
533555	SMALL TOOLS MINOR EQUIPMEN	0	0	0	0	6,000	6,000
	OPERATING EXPENSE	40,059	23,063	5,533	5,431	7,506	7,506
533495	MACHINERY & EQUIPMENT	25,401	0	41,113	32,457	38,100	38,100
533630	IMPROV OTHER THAN BLDGS	3,424	26,559	48,800	48,800	0	0
533648	VEHICLE LEASE/PURCHASE	9,157	624	7,647	4,530	0	0
	CAPITAL	37,982	27,183	97,560	85,787	38,100	38,100
533441	INFORMATION TECH CHARGES	16,966	0	22,622	20,736	15,162	15,162
533442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	22,894	22,894
533VEH	VEHICLE SERVICE CHARGES	0	0	0	0	45,466	45,466
	INTERFUND ALLOCATION	34,138	0	45,516	41,724	83,522	83,522
TOTAL METER READERS		325,208	240,799	423,239	389,633	330,162	375,097

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND							
WATER SERVICES							
533120	SALARIES - REGULAR	129,315	137,013	55,057	-100	108,477	131,477
533140	SALARIES - OVERTIME	1,786	15,182	874	874	5,000	5,000
533210	FICA	21,268	10,876	7,041	3,584	8,681	10,236
533220	RETIREMENT	8,002	8,398	11,709	9,066	8,960	9,553
533230	LIFE AND HEALTH	27,309	23,029	23,287	21,463	28,343	20,132
	PERSONNEL EXPENSES	187,680	194,497	97,967	34,887	159,461	176,398
533311	EMPLOYEE PHYSICALS	0	45	0	0	0	0
533312	OTHER PROFESSIONAL SVCS	166,027	23,841	14,882	15,732	114,925	114,925
533340	OTHER CONTRACTED SERVICES	57,326	130,988	104,539	11,006	149,460	115,583
533341	UNIFORM RENTAL	244	666	1,810	443	1,500	1,000
533433	PURCHASE OF WATER	752,217	1,345,687	1,827,295	1,540,238	1,690,957	1,690,957
533440	RENTALS & LEASES	3,227	55	1,538	80	1,500	1,500
533467	REPAIRS - MACH & EQUIP	0	615	40,559	33,059	20,000	20,000
533520	OPERATING EXPENSE	10,958	54,105	5,204	5,204	0	0
533522	HARDSHIPASSISTANCE PRG	2,524	0	0	0	0	0
53352x	SPECIAL SUPPLIES	0	0	0	0	2,000	2,000
533555	SMALL TOOLS & SUPPLIES	0	1,053	585	376	1,000	1,000
533XX	FIRE HYDRANT REPAIR/INSPECTI	0	0	0	0	93,121	93,122
	OPERATING EXPENSE	992,524	1,557,054	1,996,412	1,606,139	2,074,463	2,040,087
533495	MACHINERY & EQUIPMENT	7,455	0	17,586	12,646	15,000	15,000
533630	IMPROV OTHER THAN BLDGS	0	0	0	0	7,393	7,393
533640	MACHINERY & EQUIPMENT	1,007	0	1,007	1,007	0	0
533648	VEHICLE LEASE/PURCHASE	29,879	11,964	10,912	15,797	0	0
53364x	LIGHT MACHINERY/EQUIPMENT	0	0	0	0	11,500	11,500
	CAPITAL	38,341	11,964	29,505	29,450	33,893	33,893
533441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	7,081	7,081
533442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	22,894	22,894
533VEH	VEHICLE SERVICE CHARGES	0	0	0	0	42,710	42,710
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	72,685	72,685
TOTAL WATER SERVICES		1,252,520	1,763,516	2,169,180	1,712,000	2,340,502	2,323,063

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND							
SEWER SERVICES							
513110	SALARIES EXECUTIVE	0	0	0	0	0	0
535110	SALARIES - EXECUTIVE	0	0	66,553	61,553	65,000	65,000
535120	SALARIES - REGULAR	402,049	245,539	35,090	45,354	72,450	121,890
535140	SALARIES - OVERTIME	3,603	8,867	63	4,130	5,000	5,000
535210	FICA	29,954	20,765	13,333	12,928	10,309	14,392
535220	RETIREMENT	32,969	32,152	35,957	29,032	9,622	13,432
535230	LIFE AND HEALTH	35,532	30,168	51,568	47,647	18,600	26,842
535916	RESERVE SICK/ACCRUAL	0	0	17,500	0	17,500	579,240
	PERSONNEL EXPENSES	504,107	337,491	220,065	200,644	198,480	825,796
535311	EMPLOYEE PHYSICALS	32	-32	0	0	0	0
535312	OTHER PROFESSIONAL	0	0	0	0	28,000	28,000
535340	OTHER CONTRACTED SRVCS	9,212	176,930	203,667	216,105	248,340	248,340
535341	UNIFORM RENTAL	40	0	1,500	323	1,000	1,000
535430	ELEC/GAS/WATER	0	19,753	60,000	45,771	78,412	78,412
535432	SEWAGE DISPOSAL	677,648	2,342,749	2,336,483	2,307,406	2,001,631	2,001,631
535440	RENTALS & LEASES	1,895	33,326	104,142	92,661	21,000	21,000
535461	REPAIRS - BLDG & EQUIP	0	6,749	17,388	9,888	12,000	12,000
535520	OPERATING EXPENSE	5,298	133,994	2,950	1,475	0	0
535521	CLOTHING & UNIFORM EXP	0	0	0	0	450	450
535523	MAINTENANCE	41,065	0	32,464	43,518	50,000	276,000
535555	SMALL TOOLS & SUPPLIES	0	0	0	0	500	500
535XX	CHEMICALS/HORTICULTURAL	0	0	0	0	3,600	3,460
	OPERATING EXPENSE	735,190	2,713,468	2,758,594	2,717,146	2,444,933	2,670,793
535630	IMPROV OTHER THAN BLDGS	4,275	-57,083	0	0	0	0
5356304	LIFT STATION 7 IMPROV	0	78,000	0	0	0	0
535640	MACHINERY & EQUIPMENT	1,007	0	3,007	1,007	38,300	38,300
535648	AUTOMOTIVE LEASE/PURCHASE	635	11,607	1,953	0	0	0
	CAPITAL	5,917	32,525	4,960	1,007	38,300	38,300
535391	REIMBURSEMENT - ADM COSTS	1,413,875	0	0	0	0	0
535441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	15,162	15,162
535442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	22,894	22,894
535VEH	VEHICLE SERVICE CHARGES	0	0	0	0	17,591	17,591
	INTERFUND ALLOCATION	1,447,849	0	45,296	41,524	55,647	55,647
TOTAL SEWER SERVICES		2,693,064	3,083,485	3,028,915	2,960,321	2,737,360	3,590,536

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
450 - STORM WATER FUND							
STORMWATER							
538120	SALARIES - REGULAR	114,592	95,719	112,227	87,211	92,542	89,630
538140	SALARIES - OVERTIME	986	4,290	1,493	293	5,000	5,000
538210	FICA	8,639	7,670	8,432	6,529	6,941	7,097
538220	RETIREMENT	1,981	2,186	9,673	7,600	6,478	6,624
538230	LIFE AND HEALTH	9,551	9,212	4,744	3,902	9,614	13,421
	PERSONNEL EXPENSES	135,749	119,077	136,569	105,536	120,575	121,772
538312	OTHER PROFESSIONAL SVCS	0	0	0	0	1,500	1,500
538320	ACCOUNTING & AUDITING	0	0	0	0	2,621	2,621
538340	OTHER CONTRACTED SRVCS	-229,422	220,611	19,936	17,354	223,625	223,625
538341	UNIFORM RENTAL	0	0	936	342	1,000	1,000
538391	REIMBURSEMENT - ADM COSTS	65,000	0	261,561	239,755	112,857	112,857
538440	RENTALS AND LEASES	0	0	32,000	0	73,297	73,297
538451	INSURANCE	59,534	0	0	0	0	0
538467	REPAIRS - MACH & EQUIP	0	29,938	10,000	135	10,000	10,000
538520	OPERATING EXPENSE	0	4,665	0	0	0	0
538523	MAINTENANCE	0	0	0	0	12,000	12,000
538541	EDUCATIONAL COSTS	0	199	0	0	0	0
538648	VEHICLE LEASE/PURCHASE	16,005	0	16,582	16,005	0	0
538XX	CHEMICALS/HORTICULTURAL	0	0	0	0	2,000	2,000
	OPERATING EXPENSE	-88,883	255,412	341,016	273,591	438,900	438,900
538640	MACHINERY & EQUIPMENT	59,324	32,298	0	0	20,000	20,000
	CAPITAL	59,324	32,298	0	0	20,000	20,000
538441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	6,081	6,081
538442	INSURANCE CHARGES - RISK	34,344	0	45,788	41,976	44,434	44,434
538VEH	VEHICLE SERVICE CHARGES	0	0	0	0	13,591	13,591
	INTERFUND ALLOCATION	51,146	0	68,190	62,512	64,106	64,106
538723	STATE REVOLVING LOAN	0	0	0	0	10,479	10,479
	NON OPERATING EXPENSE	0	0	0	0	10,479	10,479
538992	WORKING CAPITAL RESERVE	0	0	94,860	0	54,022	104,825
	RESERVES	0	0	94,860	0	54,022	104,825
TOTAL STORMWATER		157,336	406,788	640,634	441,639	708,082	760,082

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Proprietary Funds
(SEE PUBLIC WORKS)

Public Utilities – Water & Sewer

DEPARTMENT DESCRIPTION

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

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

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

SERVICES

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND							
METER READERS							
533120	SALARIES - REGULAR	140,571	129,493	219,583	208,906	152,259	175,656
533140	SALARIES - OVERTIME	1,611	4,743	97	940	4,000	4,000
533210	FICA	14,559	9,774	12,193	10,096	11,419	13,474
533220	RETIREMENT	12,841	10,471	13,117	10,995	10,658	12,576
533230	LIFE AND HEALTH	43,447	36,073	29,639	25,755	22,698	40,263
	PERSONNEL EXPENSES	213,029	190,553	274,629	256,692	201,034	245,969
533341	UNIFORM RENTAL	0	0	1,421	1,159	1,506	1,506
533440	RENTALS & LEASES	160	0	160	320	0	0
533520	OPERATING EXPENSE	39,899	23,063	3,952	3,952	0	0
533555	SMALL TOOLS MINOR EQUIPMEN	0	0	0	0	6,000	6,000
	OPERATING EXPENSE	40,059	23,063	5,533	5,431	7,506	7,506
533495	MACHINERY & EQUIPMENT	25,401	0	41,113	32,457	38,100	38,100
533630	IMPROV OTHER THAN BLDGS	3,424	26,559	48,800	48,800	0	0
533648	VEHICLE LEASE/PURCHASE	9,157	624	7,647	4,530	0	0
	CAPITAL	37,982	27,183	97,560	85,787	38,100	38,100
533441	INFORMATION TECH CHARGES	16,966	0	22,622	20,736	15,162	15,162
533442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	22,894	22,894
533VEH	VEHICLE SERVICE CHARGES	0	0	0	0	45,466	45,466
	INTERFUND ALLOCATION	34,138	0	45,516	41,724	83,522	83,522
TOTAL METER READERS		325,208	240,799	423,239	389,633	330,162	375,097

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND							
WATER SERVICES							
533120	SALARIES - REGULAR	129,315	137,013	55,057	-100	108,477	131,477
533140	SALARIES - OVERTIME	1,786	15,182	874	874	5,000	5,000
533210	FICA	21,268	10,876	7,041	3,584	8,681	10,236
533220	RETIREMENT	8,002	8,398	11,709	9,066	8,960	9,553
533230	LIFE AND HEALTH	27,309	23,029	23,287	21,463	28,343	20,132
	PERSONNEL EXPENSES	187,680	194,497	97,967	34,887	159,461	176,398
533311	EMPLOYEE PHYSICALS	0	45	0	0	0	0
533312	OTHER PROFESSIONAL SVCS	166,027	23,841	14,882	15,732	114,925	114,925
533340	OTHER CONTRACTED SERVICES	57,326	130,988	104,539	11,006	149,460	115,583
533341	UNIFORM RENTAL	244	666	1,810	443	1,500	1,000
533433	PURCHASE OF WATER	752,217	1,345,687	1,827,295	1,540,238	1,690,957	1,690,957
533440	RENTALS & LEASES	3,227	55	1,538	80	1,500	1,500
533467	REPAIRS - MACH & EQUIP	0	615	40,559	33,059	20,000	20,000
533520	OPERATING EXPENSE	10,958	54,105	5,204	5,204	0	0
533522	HARDSHIPASSISTANCE PRG	2,524	0	0	0	0	0
53352x	SPECIAL SUPPLIES	0	0	0	0	2,000	2,000
533555	SMALL TOOLS & SUPPLIES	0	1,053	585	376	1,000	1,000
533XX	FIRE HYDRANT REPAIR/INSPECTI	0	0	0	0	93,121	93,122
	OPERATING EXPENSE	992,524	1,557,054	1,996,412	1,606,139	2,074,463	2,040,087
533495	MACHINERY & EQUIPMENT	7,455	0	17,586	12,646	15,000	15,000
533630	IMPROV OTHER THAN BLDGS	0	0	0	0	7,393	7,393
533640	MACHINERY & EQUIPMENT	1,007	0	1,007	1,007	0	0
533648	VEHICLE LEASE/PURCHASE	29,879	11,964	10,912	15,797	0	0
53364x	LIGHT MACHINERY/EQUIPMENT	0	0	0	0	11,500	11,500
	CAPITAL	38,341	11,964	29,505	29,450	33,893	33,893
533441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	7,081	7,081
533442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	22,894	22,894
533VEH	VEHICLE SERVICE CHARGES	0	0	0	0	42,710	42,710
	INTERFUND ALLOCATION	33,974	0	45,296	41,524	72,685	72,685
TOTAL WATER SERVICES		1,252,520	1,763,516	2,169,180	1,712,000	2,340,502	2,323,063

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND							
SEWER SERVICES							
513110	SALARIES EXECUTIVE	0	0	0	0	0	0
535110	SALARIES - EXECUTIVE	0	0	66,553	61,553	65,000	65,000
535120	SALARIES - REGULAR	402,049	245,539	35,090	45,354	72,450	121,890
535140	SALARIES - OVERTIME	3,603	8,867	63	4,130	5,000	5,000
535210	FICA	29,954	20,765	13,333	12,928	10,309	14,392
535220	RETIREMENT	32,969	32,152	35,957	29,032	9,622	13,432
535230	LIFE AND HEALTH	35,532	30,168	51,568	47,647	18,600	26,842
535916	RESERVE SICK/ACCRUAL	0	0	17,500	0	17,500	579,240
	PERSONNEL EXPENSES	504,107	337,491	220,065	200,644	198,480	825,796
535311	EMPLOYEE PHYSICALS	32	-32	0	0	0	0
535312	OTHER PROFESSIONAL	0	0	0	0	28,000	28,000
535340	OTHER CONTRACTED SRVCS	9,212	176,930	203,667	216,105	248,340	248,340
535341	UNIFORM RENTAL	40	0	1,500	323	1,000	1,000
535430	ELEC/GAS/WATER	0	19,753	60,000	45,771	78,412	78,412
535432	SEWAGE DISPOSAL	677,648	2,342,749	2,336,483	2,307,406	2,001,631	2,001,631
535440	RENTALS & LEASES	1,895	33,326	104,142	92,661	21,000	21,000
535461	REPAIRS - BLDG & EQUIP	0	6,749	17,388	9,888	12,000	12,000
535520	OPERATING EXPENSE	5,298	133,994	2,950	1,475	0	0
535521	CLOTHING & UNIFORM EXP	0	0	0	0	450	450
535523	MAINTENANCE	41,065	0	32,464	43,518	50,000	276,000
535555	SMALL TOOLS & SUPPLIES	0	0	0	0	500	500
535XX	CHEMICALS/HORTICULTURAL	0	0	0	0	3,600	3,460
	OPERATING EXPENSE	735,190	2,713,468	2,758,594	2,717,146	2,444,933	2,670,793
535630	IMPROV OTHER THAN BLDGS	4,275	-57,083	0	0	0	0
5356304	LIFT STATION 7 IMPROV	0	78,000	0	0	0	0
535640	MACHINERY & EQUIPMENT	1,007	0	3,007	1,007	38,300	38,300
535648	AUTOMOTIVE LEASE/PURCHASE	635	11,607	1,953	0	0	0
	CAPITAL	5,917	32,525	4,960	1,007	38,300	38,300
535391	REIMBURSEMENT - ADM COSTS	1,413,875	0	0	0	0	0
535441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	15,162	15,162
535442	INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	22,894	22,894
535VEH	VEHICLE SERVICE CHARGES	0	0	0	0	17,591	17,591
	INTERFUND ALLOCATION	1,447,849	0	45,296	41,524	55,647	55,647
TOTAL SEWER SERVICES		2,693,064	3,083,485	3,028,915	2,960,321	2,737,360	3,590,536

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND							
FINANCE							
513110	SALARIES EXECUTIVE	20,593	0	0	9,000	0	0
513120	SALARIES REGULAR	119,321	132,594	148,060	175,538	228,166	229,167
513130	SALARIES - PART TIME	0	0	0	0	35,483	16,900
513140	SALARIES - OVERTIME	509	221	15	37	0	0
513210	FICA	13,920	9,594	12,757	13,540	19,774	18,455
513220	RETIREMENT	9,911	9,331	12,032	13,142	18,455	17,225
513230	LIFE & HEALTH INSURANCE	24,849	21,900	26,089	21,033	28,844	40,263
	PERSONNEL EXPENSES	189,102	173,640	198,953	232,290	330,723	322,010
513312	OTHER PROFESSIONAL SVCS	1,082	0	0	0	0	0
513320	ACCOUNTING & AUDITING	1,075	21,740	66,000	27,000	40,000	40,000
513340	OTHER CONTRACTED SERVICES	73,060	108,257	78,385	56,187	59,000	59,000
513420	POSTAGE	100	5,849	8,806	9,777	5,000	5,000
513430	ELECTRIC GAS & WATER	312	0	0	0	0	0
513440	RENTALS & LEASES	0	59,542	0	0	0	0
513451	INSURANCE CHARGES - RISK	640,476	1,282,910	0	0	0	0
513493	GENERAL EXPENSES	188	3,490	35,198	35,165	35,000	35,000
513510	OFFICE SUPPLIES & EXPENSE	1,813	2,004	2,250	2,704	2,250	2,250
513511	LIEN RECORDING CHARGES	10	91	1,500	143	750	750
513520	OPERATING EXPENSE	400	0	0	0	0	0
513CRE	CREDIT CARD FEES	0	0	0	0	57,600	57,600
535542	DEBT DUE TO MIAMI DADE	0	0	0	0	1,505,136	616,068
	OPERATING EXPENSE	718,516	1,483,883	192,139	130,976	1,704,736	815,668
513441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	16,432	16,432
513442	INSURANCE CHARGES - RISK	962,181	0	1,282,910	1,175,999	840,176	840,176
513AD	ADMINISTRATIVE SERVICE CHAR	0	0	0	0	1,177,139	961,568
513REN	RENTAL EXPENSE - TCO	0	0	0	0	15,712	15,712
	INTERFUND ALLOCATION	978,983	0	1,305,312	1,196,535	2,049,459	1,833,888
513723	STATE REVOLVING LOAN	43,692	326,777	298,021	145,460	796,362	796,362
513734	SUNTRUST LOAN PAYMENT	317,234	116,319	0	0	0	0
	NON OPERATING EXPENSE	360,926	443,096	298,021	145,460	796,362	796,362
TOTAL FINANCE		2,247,527	2,100,619	1,994,425	1,705,260	4,881,280	3,767,927

Public Utilities – Storm Water

DEPARTMENT DESCRIPTION

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

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

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

Rates for FY 2015 and thereafter are:

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

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

SERVICES

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
450 - STORM WATER FUND							
STORMWATER							
538120	SALARIES - REGULAR	114,592	95,719	112,227	87,211	92,542	89,630
538140	SALARIES - OVERTIME	986	4,290	1,493	293	5,000	5,000
538210	FICA	8,639	7,670	8,432	6,529	6,941	7,097
538220	RETIREMENT	1,981	2,186	9,673	7,600	6,478	6,624
538230	LIFE AND HEALTH	9,551	9,212	4,744	3,902	9,614	13,421
	PERSONNEL EXPENSES	135,749	119,077	136,569	105,536	120,575	121,772
538312	OTHER PROFESSIONAL SVCS	0	0	0	0	1,500	1,500
538320	ACCOUNTING & AUDITING	0	0	0	0	2,621	2,621
538340	OTHER CONTRACTED SRVCS	-229,422	220,611	19,936	17,354	223,625	223,625
538341	UNIFORM RENTAL	0	0	936	342	1,000	1,000
538391	REIMBURSEMENT - ADM COSTS	65,000	0	261,561	239,755	112,857	112,857
538440	RENTALS AND LEASES	0	0	32,000	0	73,297	73,297
538451	INSURANCE	59,534	0	0	0	0	0
538467	REPAIRS - MACH & EQUIP	0	29,938	10,000	135	10,000	10,000
538520	OPERATING EXPENSE	0	4,665	0	0	0	0
538523	MAINTENANCE	0	0	0	0	12,000	12,000
538541	EDUCATIONAL COSTS	0	199	0	0	0	0
538648	VEHICLE LEASE/PURCHASE	16,005	0	16,582	16,005	0	0
538XX	CHEMICALS/HORTICULTURAL	0	0	0	0	2,000	2,000
	OPERATING EXPENSE	-88,883	255,412	341,016	273,591	438,900	438,900
538640	MACHINERY & EQUIPMENT	59,324	32,298	0	0	20,000	20,000
	CAPITAL	59,324	32,298	0	0	20,000	20,000
538441	INFORMATION TECH CHARGES	16,802	0	22,402	20,536	6,081	6,081
538442	INSURANCE CHARGES - RISK	34,344	0	45,788	41,976	44,434	44,434
538VEH	VEHICLE SERVICE CHARGES	0	0	0	0	13,591	13,591
	INTERFUND ALLOCATION	51,146	0	68,190	62,512	64,106	64,106
538723	STATE REVOLVING LOAN	0	0	0	0	10,479	10,479
	NON OPERATING EXPENSE	0	0	0	0	10,479	10,479
538992	WORKING CAPITAL RESERVE	0	0	94,860	0	54,022	104,825
	RESERVES	0	0	94,860	0	54,022	104,825
TOTAL STORMWATER		157,336	406,788	640,634	441,639	708,082	760,082

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Capital Projects (CIP)

Capital Projects

Position Title	Number Budgeted	Salary and Benefits
Public Works Director/CIP Manager	1	56,677
Project Manager	1	81,135
Project Coordinator	1	58,235
Total	3	$196,047

*Public works director is split between Public Works and CIP

DEPARTMENT DESCRIPTION

The Capital Projects Fund includes capital improvement projects such as:

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

The project must exceed $10,000 in cost with an anticipated life exceeding one year.

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

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: CAPITAL IMPROVEMENT FUNDS

		FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
320 - SAFE NEIG. CAP. IMP. FUND							
CAPITAL PROJECTS							
541648	AUTOMOTIVE LEASE/PURCHASE	0	0	0	0	0	0
541800	RESURFACING IMPROVEMENTS	0	0	247,298	147,489	289,000	289,000
541814	SEGAL PARK IMPROVEMENTS	0	0	0	0	351,000	1,000
541821	NEW CITY HALL	0	0	0	0	471,000	1,000
541823	HISTORIC CITY HALL	611,926	591,880	0	0	980,000	1,000
541833	BROWNSFIELD PROJECT EXP	0	13,894	0	0	0	0
	CAPITAL	611,926	605,774	247,298	147,489	2,091,000	292,000
541RES	WORKING CAPITAL RESERVES	0	0	0	0	0	1,799,000
	SERVES	0	0	0	0	0	1,799,000
TOTAL CAPITAL PROJECTS		611,926	605,774	247,298	147,489	2,091,000	2,091,000

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
440 - WATER AND SEWER FUND						
WATER & SEWER CAPITAL PRJ						
535110 SALARIES - EXECUTIVE	0	0	111,785	59,188	114,500	114,500
535120 SALARIES - REGULAR	0	0	50,543	47,079	45,000	45,000
535210 FICA	0	0	7,724	5,522	11,963	11,963
535220 RETIREMENT	0	0	0	0	19,085	11,165
535230 LIFE AND HEALTH	0	0	6,701	0	9,808	13,421
PERSONNEL EXPENSES	0	0	176,753	111,788	200,356	196,049
535312 OTHER PROFESSIONAL SVCS	0	113,612	0	0	0	0
535510 OFFICE SUPPLIES	0	90	0	0	0	0
535520 OPERATING EXPENSE	50	10	0	0	0	0
OPERATING EXPENSE	50	113,712	0	0	0	0
5356314 SRF PROJECTS - WASTEWATER	178,576	167,246	0	0	548,970	548,970
5356315 CAIRO LANE	393,235	923,978	2,153,160	294,181	2,232,406	2,232,406
5356318 ZONE 6	0	0	0	0	2,000,000	1,727,669
5356319 ZONE 1 & 2	0	0	0	0	2,000,000	1,727,669
5356328 BURLINGTON CANAL	0	0	100,000	0	477,604	477,604
535648 AUTOMOTIVE LEASE/PURCHASE	850	9,124	5,353	4,676	0	0
5356xxx BAHMAN AVE - REPAIRS	0	0	300,000	0	0	0
CAPITAL	572,661	1,100,348	2,558,513	298,857	7,258,980	6,714,317
535441 INFORMATION TECH CHARGES	16,802	0	22,402	20,536	0	0
535442 INSURANCE CHARGES - RISK	17,172	0	22,894	20,988	22,894	22,894
INTERFUND ALLOCATION	33,974	0	45,296	41,524	22,894	22,894
535992 WORKING CAPITAL RESERVE	0	0	822,711	0	0	0
RESERVES	0	0	822,711	0	0	0
TOTAL WATER & SEWER CAPITAL PRJ	606,685	1,214,059	3,603,274	452,169	7,482,230	6,933,260

CITY OF OPA-LOCKA (FY 2018 - 2019)

EXPENDITURES BY FUND/DEPARTMENT: ENTERPRISE FUNDS

	FY 2016 UNAUDITED	FY 2017 UNAUDITED	FY 2018 ADOPTED	FY 2018 UNAUDITED YTD	FY 2019 BUDGET REQUESTS	FY 2019 PROPOSED
450 - STORM WATER FUND						
STORM WATER CAPITAL PROJ						
5386327 BURLINGTON CANAL SLOPE	14,390	0	0	0	0	0
CAPITAL	14,390	0	0	0	0	0
TOTAL STORM WATER CAPITAL PROJ	14,390	0	0	0	0	0

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Glossary

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

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

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

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

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

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

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

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

Authorized Positions – Employee positions, which are authorized in the Adopted Budget, to be filled during the year.

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

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

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

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

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

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

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

Levy – To impose taxes in support of government activities.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary

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

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

Revenue – Sources of income financing the operations of government.

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

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

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

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

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

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

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

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

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

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

Acronyms

ADA – Americans with Disabilities Act

ARRA – American Recovery & Reinvestment Act of 2009

AMR- Automated Meter Reading

CAD – Computer Aided Dispatch

CAFR – Comprehensive Annual Financial Report

CDBG – Community Development Block Grant

CET – Community Empowerment Team

CIP – Capital Improvement Plan

COLA – Cost of Living Adjustment

CPI – Consumer Price Index

CRA – Community Redevelopment Agency

DARE – Drug Awareness Resistance Education

DEP – Department of Environmental Protection

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

EEOC – Equal Employment Opportunity Commission

ERU – Environmental Resource Unit

FDEP – Florida Department of Environmental Protection

FDLE – Florida Department of Law Enforcement

FDOT – Florida Department of Transportation

FEMA – Federal Emergency Management Association

FMLA – Family Medical Leave Act

FPL – Florida Power & Light

Acronyms

FRDAP – Florida Recreation Development Assistance Program

FTE – Full Time Equivalent

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GASB – Government Accounting Standards Board

GFOA – Government Finance Officers Association

GIS – Geographic Information System

GOB – General Obligation Bond

GIU – General Investigative Unit

HUD – Housing and Urban Development

ICMA – International City/County Management Association

IT – Information Technology

JARC – Job Access Reverse Commute

LCIR – Legislative Committee on Intergovernmental Relations

LEED – Leadership in Energy and Environmental Design

LLEBG – Local Law Enforcement Block Grant

MLK – Martin Luther King

MOU – Memorandum of Understanding

M/WBE – Minority and Women Business Enterprise

NACSLB – National Advisory Council on State and Local Budgeting

NAPOT – Nominal Average Pump Operating Time

NPDES – National Pollution Discharge Elimination System

Acronyms

OCED – Office of Community and Economic Development

P/T – Part time

PTP – People's Transportation Plan

R & R – Repair and Replacement

RFQ/RFP – Request for Qualifications/Request for Proposal

ROW – Right of Way

SEA – Service Efforts and Accomplishments

SFWMD – South Florida Water Management District

SFRTA – South Florida Regional Transit Authority

SLE – Special Law Enforcement

SNP – Safe Neighborhood Parks (Miami Dade County)

SRF - State Revolving loan Fund

TIF – Tax Increment Financing

TRIM – Truth in millage

VAWA – Violence Against Women Act

VOCA – Victims of Crime Act